

Employment Philosophy Roll-Out

*Recap of Reports to the President
Centre-Wide*

October 23, 2003

***Note:** The comments contained in this compendium were taken directly from the documents, as submitted to Human Resources.*

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Employment Philosophy Roll-Out Recap of Reports to the President Centre-Wide

Commitment # 1: To embrace and uphold the principles of fairness and equity;

Organizational Entity	What additional work can be done to promote this commitment ?	What can I or we do to promote this commitment?
PPB (V-P Direct Reports Group)	The principal reaction of the group to this commitment was to note that gender balance, particularly in senior program and management positions could be improved; and that the Centre might more systematically assess the treatment of staff in Ottawa and the regions (locally engaged and Ottawa-engaged.)	Possible Action for PPB: PPB upholds the principles of fairness and equity, and it will continue to do so in the staffing process. Gender balance is always considered in the process, and is weighed in the selection of the "best candidate" for a given job, with the final selection being based on what each candidate offers in relation to the bonafide job requirements.
PA (S&EE)	Two issues were signaled where there were concerns on the part of some about equitable treatment of employees. The first of these has to do with provisions for compensation of staff for overtime hours. Recent changes which allow staff to claim time off in lieu of weekends worked while on travel is seen as a positive step, but does not completely deal with the situation of program officers and research officers who frequently work long hours.	Possible priorities for action: Managers to encourage employees to take advantage of existing provisions for time off in lieu of weekend work.

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PA (S&EE) (cont'd)

A second issue, raised in writing by one participant, has to do with the gap in compensation between professional and administrative staff, and the fact that this is likely to widen over time as a result of the new classification system and PRAS process.

PA (ENRM)

- Examine termination policy closely with regard to fairness and equity. At present policy is unclear, practices are inconsistent between and/or within Branches. Are they meeting these principles?
- Encourage hiring practices that maintain / enhance ethnic diversity.
- Examine gender issues within the Centre and within work groups (i.e. practice what we preach)
- Increase flexible hours for child care needs (i.e. summer off).
- Advertise jobs internally first.
- Establish consistent policy for studies, part-time work.
- Improve access to part-time hours.
- Balance fairness and equity issues between team and individuals, eg. part-timers may pose issue for a team.
- Reduce 'status' distinctions and barriers – who chooses to fly business class and who does not, allocation of furniture, office space (with widows), etc.
- Make sure we are all aware of policies and clear on their intention / implementation (consistency) – clear interpretation.
- Sensitize managers – encourage them to stay up-to-date on policies and practices (especially new and up-coming ones) and to bring them to the attention of their staff, and help mediate individual vs. team needs and priorities that result from these new policies and practices and the EP.

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PA (ICT4D)

- | | |
|--|-------------|
| <ul style="list-style-type: none"> • Maybe the workload study or responsible person could be more active. I really don't know anything about it. • Or more visible. • The Workload Study is the tail wagging the dog. Like Meeting Free Mondays. I've yet to see anyone implement this. • Concrete suggestions. • How about a course for time planning and prioritizing. • A course on managing information overload • Not the traditional time management, which is a waste of time, but the newer realities focused on getting things done. • The effective management of email for example. • Standards that apply to emails. • Consider gender balance when doing hiring at all levels. • All of the Above. | No comment. |
|--|-------------|

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SID

- Implement PRAS for managers. "Third party" reviews should provide an opportunity for staff working under a manager to give formal feedback.
- Improve equity in opportunities for staff, especially in terms of access to training and flexible work schedules. Rectify the present inconsistency across departments/units in the application of the flexibility mechanisms built into various centre employment policies (eg. tele-working, leaves, part-time work).
- Enable HRD to play a more active role vis à vis managers, through providing support and training for managers.
- Create a third party ombudsman role to facilitate the mediation of disputes, concerns, etc.
- Develop clearer, more transparent termination policies and procedures. Emphasise the importance of transparency and the involvement of Centre staff in the development of these policies.
- Talk *as a group* about flexible arrangements for managing workload, responding to challenges, etc.
- Be prepared to act or speak out if we perceive unfairness and inequity in the workplace.

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PBDD

- There needs to be a guideline for managers hiring staff to ensure appropriate questions are asked in interviews; also that there are appropriate measures taken to ensure gender balance in the selection of candidates for positions – still maintaining the premise that the best person for the job is selected. It was also noted that managers involved in the selection process are coached for gender equity issues;
- The gender and workload issue was raised; the Centre needs to look at this explicitly;
- Classification system for jobs was an improvement on the older system; in some cases, the fact that there was an appeal against certain classification was satisfying in itself;
- Good principle in the trend to eliminate two-tier overseas hiring;
- Activity reporting system was helpful in keeping a balance between work and personal life; it was decided to maintain the same system as PBDD work is based on outcomes;

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PBDD (cont'd)

- The openness at IDRC should be maintained- this leads to a healthy work environment;
- The work and management ethic of PBDD is good for personnel careers and that should be maintained;
- The system for dealing with interns needs to be more flexible; for example if an intern would benefit from language training it would be appropriate to have access to funds for that; also if business representation is part of their post, that a business card is obtainable. There is a good enrichment to PBDD from the contribution of interns but it is also recognized that the role an intern would have in PBDD is different from other divisions.

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Offices of General Counsel,
the Corporate Secretary &
P&P and Chief of Staff

First, it was agreed that it would be helpful if "fairness and equity" could be defined, including an understanding of whether this was one thing or two. There was a concern that no matter how it was defined, it should stretch across the corporation, to both HQ and regional offices.

No comment.

Employees believe that the Employment Philosophy should be seen by management as setting out the principles against which all relevant decisions are made, that is the decisions should reference the relevant Commitment and pass the test of complying with it. There should be a new "grievance" mechanism to ensure compliance. An ombudsman was suggested. We should ensure that we are doing enough to hire members of "special groups" as employees.

On the question of gender equity, the Centre should develop a comprehensive approach designed to achieve this in its human resource policies, including appropriate numbers of women occupying professional and scientific positions.

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Evaluation Unit

- Buy interns and PDAs nameplates, business cards and provide equitable access to Fitness Centre memberships, summer hours, ergonomic furniture and equipment
- Increase transparency and consistency in implementing HR policies and in personnel management (e.g. in application of PRAS ratings, HR changing rules of notification about job classification appeal results)
- Make information systems (EPIK) accurate in their representation of all staff responsible for projects and RSPs reflect true project responsibilities in job descriptions
- Monitor the implementation of the employment philosophy commitments
- Respecting confidentiality and promotion of human dignity (firings, job evaluations, notices of departure)
- Provide interns and PDAs adequate benefits (health, dental, RRSPable income, etc.)

Things we are already doing and will continue to do:

- We are appealing the decisions of HR
- We share our travel budget amongst staff within the unit.
- Authorized travel by Interns and PDAs is funded at comparable levels to others within the Unit (we don't try to make them do the same work with less money)
- We consciously try to elicit all points of view perspectives of members of the Unit, regardless of hierarchy
- Sharing information resources within our group - articles, ideas, presentations, activities (we can do more of this)
- Speak out publicly (or to the appropriate authority) against actions that go against fairness and equity within the organization
- Members of unit support one another, actively acknowledges one anothers' strengths and ideas, give each other the benefit of the doubt, assume sincere efforts on the part of coworkers

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Communications Division

No comment.

There was a consensus that the reclassification system was an attempt to be fair and equitable, but there was a perception that the purpose was to upgrade program staff and the Communications Division was particularly badly affected. Some participants said that locally hired IDRC staff members are not treated equally; that they do not have the same salaries as Ottawa-hired and that some are paid on a monthly basis.

Hiring is an opportunity to be fair and equitable. The group felt IDRC has a good procedure but once the interviews have been done, the final decision on hiring inevitably relies on feelings. Some answered that when candidates do well and are equally qualified, that it is legitimate that managers hire the person they 'feel' will be easier to work with. There were also concerns expressed regarding the termination of staff. It was a short discussion since the group was told that the process is under review.

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Audit Services	<p>IDRC could consider having 3rd party participation in all interview processes to add value.</p> <ul style="list-style-type: none"> • Establish a monitoring mechanism to ensure adherence to EP principles and implementation of plans. • Develop a briefing kit on fairness and equity principles for everyone. • In the context of fairness and equity, review LES compensation structures. 	<p>Audit Services will strive to be unbiased and treat all auditees equitably (this is one of our professional standards). Audit Services will maintain the same open door policy for all IDRC staff.</p> <p>Take individual responsibility to ensure that the principles of equity and fairness are being exercised in the office, including highlighting cases where this is not respected.</p>
ESARO		
MERO	<ul style="list-style-type: none"> • Implement the no discrimination clause. A clause should be added saying that IDRC should adhere to policy related to equal opportunity. • Evaluation and compensation should be extended to locally-hired staff. • We should treat people we deal with (consultants) similar to IDRC staff. The travel status is different between consultants and PO's, per diems and all standards should be compatible to Treasury Board regulations. 	<p>Finalize and release the RO policy manual. All staff should know what is in the manual.</p> <p>Individual commitment: Colleagues treat each other equally and with respect regardless of status, country of origin, etc.</p> <p>Have higher management support to issues raised by program staff. (such as the Treasury Board situation on per diem travel for countries such as Japan)</p>

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ASRO	<p>LES asked whether management has plans to freeze wages or lower Central Provident Fund (CPF) contributions as many Singaporean employers are doing. ASRO management said we had no such plans, though as performance based wage increases will follow the market if market increases are small this will reduce overall levels but increase the relative value of better than satisfactory rewards. Management stressed that there are no plans to reduce CPF contributions.</p>	No comment.
WARO	<ul style="list-style-type: none"> • Better documentation of practices Evaluation at 360° • Transparency in the performance evaluation • Standard benefits for all local employees (i.e.: among the regional offices) • Formalize the staff associations in all the RO • Periodic review of the stated principles • Participation in the selection committees when hiring 	<ul style="list-style-type: none"> • Formalize the WARO personnel association • Establish a systematic replacement program for PA during annual leaves

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WARO (cont'd)

- Eliminate the distinction (title) between the locally engaged and foreign staff
- Allow replacements of program assistants on level in the same way as is done for administrative and financial staff
- Consultation with the people involved before making decisions affecting their workload
- Job promotion without competition if the skills are proven - encourage internal promotion for everyone
- Ensure that the results of this consultation are used

SARO

- Overtime compensation
- Compensation by way of time off in lieu of late sitting
- Better time management

No comment.

LACRO

No comment.

No comment.

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RIMSD

- | | | |
|---|---|---|
| <ul style="list-style-type: none"> • Clarification of termination policy • Transparency -> Termination
-> human resource policies and procedures • Evaluation (impact) des politiques et des mesures en place • Staff Association remains a strong representative to staff • Staff Association liaison with Senior Management. | <ul style="list-style-type: none"> • • • • • • • | <ul style="list-style-type: none"> • parler - communiquer • open communications • adapt our method of communications to suit the situation • process of information / knowledge • Policy manuals • communicate without penalty • availability of information • access to information • ensure awareness of equity issues (e.g. publicize staffing opportunities to minority groups, aboriginals) |
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ITMD	<p>Bring third party (e.g. Staff Association, lawyer) to provide advice to the different committees – so that employees feel that there is also an impartial point of view.</p> <p>Openness, transparency about issues within IDRC. Note: keep confidentiality (e.g. job classification), but let people know about the issue.</p>	Join the Staff Association.
HRD	<ul style="list-style-type: none"> • Standardize policies; • Apply policies consistently; • Identify policy gaps; • Clarify policies; and • Educate managers and employees in the application of policies. 	<ul style="list-style-type: none"> • Minimize the number of exceptions to policies and procedures; • Promote an understanding of fairness and equity across the Centre; and • Re-enforce the message of fairness and equity;
GAD	<ul style="list-style-type: none"> • Improve linguistic practice when hiring and in daily routine • Increase managers' awareness of the potential for unfairness and favouritism 	No comment.

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FAD

- Additional efforts could be put in place to bridge the perceived gap between Resources Branch and Program and Partnerships Branch. It was suggested by some of the participants that there still exists a perception of "us vs. them", and "us better than them" (meaning PPB vs. RB and PPB better than RB), and that this perception contributes to the notion that there are inequities between the two branches;
- Some of the participants are of the opinion that the new job classification system, which eliminated certain inequities which existed in the "old system", created some new ones;
- There were instances which led certain employees to believe that the appeal process did not take equity into account, particularly when it resulted in previously equal jobs being classified in different levels as per the new structure;

- IDRC management must focus on the relative significance of each branch as they contribute to IDRC's mandate, making a clear statement that both branches are essential to its successful delivery;
- An independent review should be carried out once the appeal process has been completed to ensure internal equity;
- Consideration should be given to carry out a workload study of RB; and
- RB directors must ensure consistency in the management of employees and the allocation of resources.

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FAD (cont'd)

- It is recognized that the Workload Study, which was originally carried out to measure workload of PPB, did expand to include RB as well. However, it was suggested that certain practices of PPB do contribute significantly to workload within RB, and that this should be properly looked into;
- There have been instances when decisions made by management (based on discussions with and buy-in from front-line staff) were later overturned by the same management, making employees feel inadequately supported; and
- Management must ensure fairness and equity within RB in regards to allocation of additional resources, acquisition of equipment and training.

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Bellanet	While program positions were well favored in the recent job evaluation, admin and technical positions were on the losing end, causing an imbalance that is perceived as unfair. Hopefully this will be redressed through the appeals process	We seek to balance the participation of both technical and program staff in all Bellanet activities.
IMFNS	No comment.	No comment.
RTTC	It is important that the Employment Philosophy specifically states that "... IDRC is dedicated to fostering a work environment which ... is managed in a fair and equitable manner". As a result, managers understand that this should not be overlooked and the way in which they are to deal with their employees is clearly understood. In some workplaces there is no recourse for employees if treatment is not fair and equitable. Also, in some workplaces these words are used loosely. It was agreed that "fair and equitable" treatment does not necessarily mean treating everyone in the same way - but recognizing that people have different needs.	No comment.

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RTTC (cont'd)

Achieving fair and equitable treatment will require good communication, including both positive and negative feedback.

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Commitment # 2: To protect the fundamental health and safety of employees in the workplace and while they are travelling;

Organizational Entity	What additional work can be done to promote this commitment ?	What can I or we do to promote this commitment?
PPB (V-P Direct Reports Group)	<p>There was one serious instance of a problem between a female staff member and a security guard, which raised the question of the leverage the Centre has with respect to the employees of firms to which it sub-contracts work. The concrete suggestion here was to publicize more clearly the Centre's zero tolerance policy towards sexual harassment, and to install information notices including an emergency telephone number in high traffic places such as bathrooms, as is usually done on university campuses.</p> <p>Room for improvement was seen in the travel advisories (as opposed to travel bans) which were considered vague in their wording. Grey areas in delineating some tasks were also noted, such as the moving of boxes of documents for large meetings, which PAs currently perform more-or-less by default as the system to engage movers is cumbersome.</p>	<p>Possible Action for PPB: PPB monitors possible risks to the health and safety of its staff, particularly while traveling. PPB is sensitive to the health and safety concerns of its employees, and will assist them in addressing all such concerns (e.g. the movement of boxes and furniture where there is a requirement to do so.)</p>

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PA (S&EE)

There is recognition of the efforts undertaken by the Centre in this area (fitness facilities, ergonomic furniture, etc.). Some participants expressed interest in seeing figures on stress-related leave – what are the trends at IDRC, and how does this compare with other organizations? Employees also noted that with an increasing amount of telework by many staff, the availability of ergonomic furniture at off-site locations could be a concern.

Possible priorities for action: Regular updates (via Staff Association? Or Workload study follow-up coordinator?) on stress-related leave. While the Centre is not in a position to reimburse employees for the purchase of ergonomic furniture for use at home or in locations outside the formal IDRC offices, the issue of ergonomics should be discussed with employees as part of the process of consideration of any teleworking arrangement (as is already stipulated in the telework policy).

PA (ENRM)

- Improve air quality
- Clarify visa requirements (tourist vs. business) to different countries for IDRC employees visiting projects – poses safety issue
- Increase travel budgets to improve access to business class – at present travel needs greater than available resources
- Promote / clarify policy of access to additional funds for travel when specific health condition / concerns exist

- Take more seriously advice of Health Services with regards to travel.
- Make effort to inform Health Services of upcoming travel destinations to receive proper advice.
- Inform Regional Office and local Canadian mission when traveling to the region.
- Leave itinerary at HQ with clear contact numbers.
- Clarify and make more consistent "services" to expect when visiting Regional Offices (i.e. pick-up from airport) – RDs inconsistent in taking steps to improve visitor safety.

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PA (ENRM) (cont'd)	<ul style="list-style-type: none"> Look into rates of mental illness / prolonged stress related sick leave and determine what needs to be done (ref. Carleton study of public service) 	
PA (ICT4D)	<ul style="list-style-type: none"> I like the nurse. It's very good. Respecting the business class travel on long trips and staying in reasonable hotels. That we can have our weekend back if we work on the weekend. The gym Having someone on each floor who is trained in CPR. The gas produced by the photocopiers. It's bad for your lungs. The fans in the building. They are directly above our floor. There are 4 people who are directly beneath these. I want to see these fans removed. These are the fans that ventilate the atrium. The temperature in the building fluctuates wildly. It doesn't affect the men but it does affect the women, especially in the summer. 	<ul style="list-style-type: none"> We're killing people with Toxic Markers. They have to go. The Fire Person. Everyone should know who that is. The cartridge for the laser ink, the dust is dangerous. More localized control of temperature. In regional offices there is control of temperatures with individual thermostats. We shouldn't have to lift or move big heavy boxes of paper. Since I've moved here, I've had to help move the paper. It wouldn't take 5 minutes to have someone else pack that away. Try word-recognition-software.

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PA (ICT4D) (cont'd)	<ul style="list-style-type: none"> • Cell phones for anyone that is traveling. • Real decision direction re: zones of emergency when traveling. • Absolutely foolproof and accountable tracking of all travelers. 	
SID	<ul style="list-style-type: none"> • Provide cell phones through the Centre for staff when travelling abroad. • Make an epipen available on the fifth floor with a list of allergy sufferers who may require it. • Compile a list of those with life-threatening conditions, for use in emergency response or in case of illness. • Ensure that thorough explanations of health and safety incidents are provided to all involved staff. • In policy development, bear in mind the broadest definition of health and safety, to include mental health, harassment, etc. • Develop full policies and procedures to address harassment, including third party support. 	<ul style="list-style-type: none"> • Ensure that all new staff, including short-term staff, are provided with a full health and safety orientation.

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SID (cont'd)	<ul style="list-style-type: none"> • Compile statistics on the frequency of stress-related leaves in different departments and units, for use in identifying and responding to problematic trends. 	
PBDD	<ul style="list-style-type: none"> • The interpretation of "Health" in IDRC should be more broad ranging than physical health; it should include mental health as well; • Travel policies are improving and PBDD staff is encouraged to follow these. Treasury Board rules are changing on this and it was asked if TB rules would apply to IDRC too. It was important for PBDD management that the best available prices are always sought for business travel; • Furniture policies have helped employees; • Access to an on-site nurse is very helpful to all employees (including those who do not travel); • The fitness area is a great benefit; it is also important that management lead by 	<ul style="list-style-type: none"> • Flexible working system also contributes to health and that was encouraged to continue. PBDD management is happy with the system of work reporting through the Activity Report;

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PBDD (cont'd)	example and use these facilities and encourage their staff to;	
Offices of General Counsel, the Corporate Secretary & P&P and Chief of Staff	It was felt that the Centre already did an excellent job in this area. There were questions as to whether all Regional Offices had the same level of security and safety as 250 Albert St.	No comment.
Evaluation Unit	<ul style="list-style-type: none"> Centre could do more to address workload issues (workload is still in excess of what is manageable - Centre appears to be downloading the responsibility of reducing workload to individuals, rather than treat it as a systemic issue Recognize and address the ongoing systemic causes of excessive workload - adjust expectations of individuals 	<ul style="list-style-type: none"> Give travel schedules to Celine so that someone will always be aware of location/timetable Wear seatbelts when travelling Adjust Unit workload to facilitate re-integration to work from sick leave Look out for, be sensitive to, and support each others' morale

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Evaluation Unit (cont'd)	<ul style="list-style-type: none"> • Supply a broader spectrum of health maintenance and protection items for travellers (for example, sunscreen, electrical adaptors, first aid kit, acidophilous etc) • Have more options for anti-malarials, including more expensive ones (to avoid side-effects) • Equitable access to adequate travel budgets to greater enable travel in business class (as per policy) • Provide equitable access to Fitness Centre memberships • Promote consistency and transparency in leave policies and their application 	

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Communications Division

One person remarked that communications are deficient between IDRC's Health and Safety recommendations and BTI; recently, a BTI electronic ticket showed that passengers needed a SARS-free certificate to travel to the US while IDRC's Health and Safety was not aware of this requirement.

One participant expressed the point of view that it is impossible to find out who is responsible; that there are many responsible parties but there is no one specific individual responsible for decisions at IDRC

One participant lamented the fact that the Centre pretends to be open to new ideas but that suggestions are not accepted (prodded, it became clear that these were suggestions relating to Program-issues made by a person not within Programs).

There was agreement that new ideas are accepted and well received within the Communications Division.

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Organizational Entity	What additional work can be done to promote this commitment?	What can I or we do to promote this commitment?
Audit Services	<ul style="list-style-type: none"> Ergonomic desks are needed for all staff; A water cooler is needed in the gym - people who go into the hall to get a drink prop the door open with weights and leave them there for people to trip over; More space is needed in the gym for use of free weights; Clean ice and snow off front door canopy in a timely manner. 	<ul style="list-style-type: none"> As individuals we need to exercise regularly Audit Services has purchased ergonomic document holders and staff will use them We commit to following fire drill instructions As individuals we will become non-smokers We will be on the lookout for safety hazards and report them to the appropriate department for action
ESARO	Activate the local health and safety committee, in accordance with MPM1.7	Motivate each other to take breaks, not work late, and strive to get a better life balance.

Employment Philosophy Roll-Out Recap of Reports to the President Centre-Wide

Commitment # 2: To protect the fundamental health and safety of employees in the workplace and while they are travelling;

Organizational Entity	What additional work can be done to promote this commitment ?	What can I or we do to promote this commitment?
MERO	<ul style="list-style-type: none"> • Training in first-aid • Make committee representatives known to staff 	<ul style="list-style-type: none"> • A doctor's contact for emergencies • Health club • Professional cleaning service to clean the office weekly • Make committee representatives known so staff can report to them • Adhere to Canada's code to implement fire and safety regulations • Re-visit health insurance for PO's and locally-hired staff • Make available adequate vaccines and serums for traveling staff • Improve security system (door locks) • Noise containment

ASRO

Staff mentioned the need to address non-Canadian national insurance issues as well as to help identify and assess risks associated with travel given new SARS and a range of conflict related threats across the region. The first has now been addressed by HQ and the second through a series of initiatives including the new travel security classification scheme, the SARS Bulletin and new SOS SARS evacuation procedures.

No comment.

Employment Philosophy Roll-Out Recap of Reports to the President Centre-Wide

Commitment # 2: To protect the fundamental health and safety of employees in the workplace and while they are travelling;

Organizational Entity	What additional work can be done to promote this commitment ?	What can I or we do to promote this commitment?
WARO	<ul style="list-style-type: none"> • Set up a rest area • Resolve the contradiction between the right to Business Class for trips and inadequate budgets • Access to information on the use of ergonomic equipment for all the new employees upon their being hired - follow-up on the visit of P. Delorme regarding ergonomics. • Ongoing information for employees on the risks being run (epidemics, safety, etc). • Provide free vaccinations to all employees • Include an eye examination in the health check-up (computer work) and take account of new diseases (AIDS, etc.) - systematize the information on health issues 	<ul style="list-style-type: none"> • Establish a sick bay with a bed and basic health equipment • Establish a full annual medical check-up • Improve building security

Employment Philosophy Roll-Out Recap of Reports to the President Centre-Wide

Commitment # 2: To protect the fundamental health and safety of employees in the workplace and while they are travelling;

Organizational Entity	What additional work can be done to promote this commitment ?	What can I or we do to promote this commitment?
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SARO	<ul style="list-style-type: none">• Yoga available to staff and it is very good• IDRC to pay for massage for relief from the back pain• Need better and real ergonomic furniture• There should be policy on contagious ailments• There should be more visible health and safety policies• There should be more awareness on the health and safety hazards in workplace	No comment.
LACRO	No comment.	No comment.

Employment Philosophy Roll-Out Recap of Reports to the President Centre-Wide

Commitment # 2: To protect the fundamental health and safety of employees in the workplace and while they are travelling;

Organizational Entity	What additional work can be done to promote this commitment ?	What can I or we do to promote this commitment?
RIMSD	<ul style="list-style-type: none"> • Centre-paid-for water coolers • Support ergonomic program with funding • Closer monitoring on the ventilation, heating and cooling • More pro-active on inviting employees for exercise • Bicycles racks in the garage should be located on first floor only (lower floors very hot and ramps not safe for cyclists) • Washroom inspections • Enlarge fitness change room • Take into consideration thermostats location in the floor design 	<ul style="list-style-type: none"> • Practice good ergonomics • Take personal responsibility for exercise • Organize Division fit breaks • Report discrepancies in health and safety practices right away
ITMD	<ul style="list-style-type: none"> • Promote the role and results of the Committees • Provide/offer travellers the services of a guide to help them as well as make them feel safer in foreign cities (in Ottawa and outside of the ROs) 	<ul style="list-style-type: none"> • Wear our security badges • Try to stay fit & healthy • Inform guards when we expect visitors to facilitate enforcement of security measures

Employment Philosophy Roll-Out Recap of Reports to the President Centre-Wide

Commitment # 2: To protect the fundamental health and safety of employees in the workplace and while they are travelling;

Organizational Entity	What additional work can be done to promote this commitment ?	What can I or we do to promote this commitment?
ITMD (cont'd)	<ul style="list-style-type: none"> • Have gym where groups could have group activities (e.g. volleyball, etc.) • Put some healthy snacks in the vending machines in the 6th Floor lounge. • Information sessions for travellers regarding safety, diseases, culture (offer them regularly and use people who travelled there as a resource) • Have the Health website right on the intranet home page so that it's easier to find the minutes of the meetings • Ensure timely distribution of minutes (raise priority in Translation Services) • Provide chauffeur to IDRC people who visit Ottawa (like we do for travellers who go to the regions) • Enforce building security – force people to show badges and force visitors to get them • Subsidize memberships to fitness clubs for Regional Offices 	

Employment Philosophy Roll-Out Recap of Reports to the President Centre-Wide

Commitment # 2: To protect the fundamental health and safety of employees in the workplace and while they are travelling;

Organizational Entity	What additional work can be done to promote this commitment?	What can I or we do to promote this commitment?
HRD	<ul style="list-style-type: none"> • Increase the vigilance in the screening of visitors to the building (currently not secure); • Develop a policy on disability management; • Develop policies on accidents, first aid, controlled products (chlorine), and work-related diseases; and • Conduct inspections of work areas for possible hazards to health and safety. 	<ul style="list-style-type: none"> • Provide a more comprehensive orientation on health and safety issues; • Provide better documentation on all aspects of health and safety; and • Develop a Health Services Web-Site.
GAD	<ul style="list-style-type: none"> • Relaxation room • Apply the rules for travelling in Business Class • Complete the purchase of ergonomic furniture • Improve the dusting – use the vacuum cleaner more often 	<ul style="list-style-type: none"> • Stay vigilant • Inform new staff members • Continue to support our volunteers on committees and in charge of safety (fire wardens, CPR, etc.)
FAD	<ul style="list-style-type: none"> • Travellers need to be cooperative and proactive in letting others know where they are at all times during travel. 	<ul style="list-style-type: none"> • Travellers will provide a copy of their travel itinerary to the applicable support staff. Changes, if any, will be communicated to support staff on a timely basis.
Bellanet	No comment.	No comment.

Employment Philosophy Roll-Out Recap of Reports to the President Centre-Wide

Commitment # 2: To protect the fundamental health and safety of employees in the workplace and while they are travelling;

Organizational Entity	What additional work can be done to promote this commitment ?	What can I or we do to promote this commitment?
IMFNS	No comment.	No comment.
RITC	No comment.	No comment.

Employment Philosophy Roll-Out Recap of Reports to the President Centre-Wide

Commitment # 3: To support and promote the use of Canada's two official languages;

Organizational Entity	What additional work can be done to promote this commitment ?	What can I or we do to promote this commitment?
PPB (V-P Direct Reports Group)	<p>There was appreciation of the fact that the Centre's "working languages" are numerous, but also recognition that in day-to-day work and in meetings, use of French is very rare, and the option to use it is limited. Short of a more diligent application of the language requirements on staff and management, there is no real solution at hand here.</p>	<p>Possible Action for PPB: Where the use of Canada's two official languages will not exclude employees from discussions on Program work, PPB will continue to encourage employees to use both official languages.</p>
PA (S&EE)	<p>Some participants mentioned that the Centre might explore other options for language training - e.g., provision of time off for immersion training, or revisiting the idea of in-house language-training - to make it easier for staff to improve their language skills. It was also noted that translation services are currently inadequate to allow timely translation of documents and correspondence. More generally, however, participants noted the dominance of English in written and oral communication within IDRC, and felt there was a need to provide more opportunities for use of both official languages.</p>	<p>Possible priorities for action: Greater efforts by all staff - but especially management and team leaders - to actively encourage the use of both languages in all meetings within IDRC. Explore options for in-house language training, as well as possibilities of augmenting translation services.</p>

Employment Philosophy Roll-Out Recap of Reports to the President Centre-Wide

Commitment # 3: To support and promote the use of Canada's two official languages;

Organizational Entity	What additional work can be done to promote this commitment ?	What can I or we do to promote this commitment?
PA (S&EE) (cont'd)	<p>Use of French for email communication is problematic for some teams, given that many Regional Office positions are not bilingual. Greater effort could be made, however, to run meetings in both official languages.</p>	
PA (ENRM)	<ul style="list-style-type: none"> • Allocate more resources to translation in programming area to allow units to communicate in both official languages with partners within and outside Canada (i.e. disseminate outputs/ results, web-site) • Set in place mechanisms to allow staff to maintain their levels of bilingualism (i.e. follow-up testing, include in PRAS?) • Increase flexibility for language training opportunities (i.e. stages / immersion) • Add training sessions during summer • Encourage interactions in French / other language at meetings 	<ul style="list-style-type: none"> • Assert speaking other language at meetings. • Encourage staff to spend "stage" at a Regional office (i.e. WARO) or exchanges between HQ and ROs. • Get feedback on extent to which internal translations are necessary. • Make an effort to speak and support each other to speak the other language. • Designate a "language" day. • Alternate language used for reporting on meetings.

Employment Philosophy Roll-Out Recap of Reports to the President Centre-Wide

Commitment # 3: To support and promote the use of Canada's two official languages;

Organizational Entity	What additional work can be done to promote this commitment ?	What can I or we do to promote this commitment?
PA (ICT4D)	<ul style="list-style-type: none"> • Provide French training for all staff. • Some of it should be done on site. • Any meeting should have a 51 % rule re: language. • Set up a translation fund. Everytime you want to translate something, we have to pay for it. • ...and it is not cheap. • Personally I don't like the job they do. A little more control over the process. 	<ul style="list-style-type: none"> • Have more bilingual meetings. • More on-site groups for French training. • Move some of the translation to partners in the region. ...We can't do that. I'm thinking of places like Haiti. • Designating special rooms for language training. • Get a language lab at IDRC. • Have an exchange with a Regional office (LACRO and HQ) • Having a French day or an "English Free" Day • Have a French Lunch. • Adopting a web-based translation tool/software. • I've been using the Larousse dictionary. • Everyone to have French/English keyboards.

SID	<ul style="list-style-type: none"> • Provide more resources for translation services, to ensure that the turn-around for the translation of documents is faster. • Balance the issue of French-English bilingualism with recognition of the multi-lingual/multi-cultural realities at IDRC and of our partners. Many people are speaking official languages. French and/or English as a third or even fourth language, and so 	<ul style="list-style-type: none"> • Look for more opportunities to use second official language, especially in meetings. • Expand and follow-up on language training opportunities.
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Employment Philosophy Roll-Out Recap of Reports to the President Centre-Wide

Commitment # 3: To support and promote the use of Canada’s two official languages;

Organizational Entity	What additional work can be done to promote this commitment ?	What can I or we do to promote this commitment?
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SID (cont'd)

should not be made to feel inferior if they are not completely proficient in Canada’s two official languages.

PBDD

No comment.

- IDRC is considered as an Anglo-Saxon institution. It is important that the Centre becomes more considerate towards those that are culturally diverse. In particular, francophone persons better express themselves in French, yet out of consideration sometimes feel they should speak or write in English. Equally, English speakers feel awkward that they are forcing this on their francophone colleagues. It was decided that in PBDD, that everyone express themselves in the language of their choice and the leader of the meeting would translate the main thrust;

- It is important that management in IDRC is bilingual and that the language of choice for expression is encouraged by them. PBDD management will help its staff achieve becoming bilingual;

Employment Philosophy Roll-Out Recap of Reports to the President Centre-Wide

Commitment # 3: To support and promote the use of Canada's two official languages;

Organizational Entity	What additional work can be done to promote this commitment ?	What can I or we do to promote this commitment?
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PBDD (cont'd)

- For documentation, there is a tendency for Centre information to be more Anglophone. This could be offset by having a budget earmarked for translation of Centre / Division produced documentation.

Offices of General Counsel, the Corporate Secretary & P&P and Chief of Staff

Supervisors should interact more frequently with staff in the supervisor's second language if it is the staff member's first language. There was some dissatisfaction expressed with language training. There is a need for establishing more clearly the goals for individuals taking it, and designing courses to achieve them. There is also a need for more intense training to achieve bilingualism.

No comment.

Evaluation Unit

- Create larger translation budget so that we can translate more documents, faster and with better quality
- More open access to language training
- Pick regular days for the Unit to speak French to one another
- Make the time for everyone in the Unit to take second language training during work hours
- Conduct meetings in French and English
- Offer to facilitate, interview, do support work with teams/ partners in French

Employment Philosophy Roll-Out Recap of Reports to the President Centre-Wide

Commitment # 3: To support and promote the use of Canada's two official languages;

Organizational Entity	What additional work can be done to promote this commitment ?	What can I or we do to promote this commitment?
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Communications Division

Several francophone participants said that this is just a slogan; that meetings are usually held in English. Some wondered aloud if francophones do not write more in French because they do not know how to write in French. Some said that it is easier for an anglophone to take French courses than for a francophone to study English. It was remarked that Human Resources has no follow-up on employees that reach their level of competency in the second language, at least for some employees who participated in the discussion (they underwent the testing but were never informed of the results). Someone suggested that there be an immersion program for employees who have reached a level of knowledge on the second language and wish to improve their conversational skills. Several participants remarked on the strong bilingual skills of the President as a major plus for the Centre and bilingualism.

Someone suggested more use of 'passive' bilingualism in meetings at IDRC, i.e. everyone speaks in the language they are more comfortable with which requires only a capacity to understand the other official language from everybody.

Employment Philosophy Roll-Out Recap of Reports to the President Centre-Wide

Commitment # 3: To support and promote the use of Canada's two official languages;

Organizational Entity	What additional work can be done to promote this commitment ?	What can I or we do to promote this commitment?
Audit Services	IDRC could provide immersion opportunities.	<ul style="list-style-type: none"> • As individuals, we will each take language training. • Audit Services has purchased a bilingual accounting dictionary. • Audit Services will block two mornings per week for french only communication and one full day per week for english only communication.
ESARO	Explore ways, beyond the office-based French classes, to improve effective language learning	Commit to effective learning of French
MERO	Policy should not be exclusive to English and French, it should enable use of local language.	<ul style="list-style-type: none"> • Promote more the use of Arabic as the native language in MERO, policy should not be exclusive for English and French, it should allow for other languages. • Increase budget for translation in and out of Arabic. • Earmark resources specifically for English-French translation for promoting the use of the 2 languages. • More adequate software to communicate in French • Staff taking French lessons should practice the language

Employment Philosophy Roll-Out Recap of Reports to the President Centre-Wide

Commitment # 3: To support and promote the use of Canada's two official languages;

Organizational Entity	What additional work can be done to promote this commitment ?	What can I or we do to promote this commitment?
ASRO	No comment.	No comment.
WARO	No additional suggestions	<ul style="list-style-type: none"> • Conduct language training using the immersion method. • Provide WARO with a larger translation budget, since after all it is one of the 2 officially bilingual IDRC regional offices.
SARO	<ul style="list-style-type: none"> • There should be sufficient funds for paying for learning the additional language. • French language training for all local staff. 	<ul style="list-style-type: none"> • There should be flexibility in choosing additional language based on the local conditions in the regional office.
LACRO	No comment.	No comment.

Employment Philosophy Roll-Out

Recap of Reports to the President Centre-Wide

Commitment # 3: To support and promote the use of Canada's two official languages;

Organizational Entity

What additional work can be done to promote this commitment ?

What can I or we do to promote this commitment?

RIMSD

- | | |
|---|--|
| <ul style="list-style-type: none">• Editing assistance for writing in second language• Improve the quality of translation• Improve the turnaround time for translations• A tracking tool for documents sent to Translation• More language training (grammar)• Training to improve second language• Courses during working hours for language improvement• More training sessions (on all subjects) in French | <ul style="list-style-type: none">• Help each other• Support• Staff meetings to be bilingual (minutes)• Attend French sessions when they are offered to ensure all training continues to be offered in both languages |
|---|--|

Employment Philosophy Roll-Out Recap of Reports to the President Centre-Wide

Commitment # 3: To support and promote the use of Canada's two official languages;

Organizational Entity

What additional work can be done to promote this commitment ?

What can I or we do to promote this commitment?

ITMD

- Compensation for high levels of bilingualism
- Speak French more often to promote bilingualism (e.g. meetings)
- Devote one day a week to speaking French, if people so wish (don't force people NOT to use the language of their choice)
- Promote the language training program better

- Speak in French to emphasize the official language
- Speak French one day a week

HRD

- Ensure, through working with managers, that the language requirements of positions are respected; and
- Develop a guide for the identification of linguistic requirements.

- Make people feel at ease expressing themselves in the language of their choice;
- Encourage people to practice speaking their second language; and
- Ensure that signage in meeting rooms is in both official languages.

GAD

- Stay vigilant
- Inform new staff members
- Continue to support our volunteers on committees and in charge of safety (fire wardens, CPR, etc.)

- Make an effort to follow our own suggestions
- Make interventions in French
- As a group, make an effort to better understand the requirements

Employment Philosophy Roll-Out Recap of Reports to the President Centre-Wide

Commitment # 3: To support and promote the use of Canada's two official languages;

Organizational Entity	What additional work can be done to promote this commitment ?	What can I or we do to promote this commitment?
FAD	<ul style="list-style-type: none"> • Certain employees are of the view that the budget is not sufficient for adequate language training; • It was suggested that the time allowed to learn a second language is not enough; • Language training is not adequately and sufficiently publicized; • Workload is a constraint to engaging employees in language training; and • Insufficient resources are allocated for translation services. 	<ul style="list-style-type: none"> • The budget should include additional funds for training, and provide for additional time for employees to take such training; • Consideration should be given to enabling certain employees to take full time language training, depending on the language requirements of the position and its relevance to the organization. It is recognized that the financial implication - and affordability - of such a practice needs to be taken into account; • As an alternative to full-time language training, on-site group language training should be offered; • The Director, FAD will encourage the use of both official languages during meetings; • People who have had French training are not motivated to use the language and, consequently, do not improve; even worse, they lose the limited knowledge they acquired. Those who can must be encouraged to speak French during our meetings. Opening the meeting in French might encourage other people to speak French. It might also be decided beforehand that at every second meeting of "FAST", "What's up" would be in French. • Key documents should be made available in both official languages (eg. procedures manual, user guides, budget call memorandum); and

Employment Philosophy Roll-Out Recap of Reports to the President Centre-Wide

Commitment # 3: To support and promote the use of Canada's two official languages;

Organizational Entity	What additional work can be done to promote this commitment ?	What can I or we do to promote this commitment?
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FAD (cont'd)

- ensure that official e-mails/ documents are sent in both official languages.

Bellnet

There is a perception that IDRC does support the two languages, but does not actually promote them.

While we support both official languages, we also seek to strengthen the work in other languages, especially Spanish.

IMFNS

No comment.

No comment.

RITC

No comment.

No comment.

Employment Philosophy Roll-Out Recap of Reports to the President Centre-Wide

Commitment # 4: To ensure consistency and openness in the treatment of employees through the development and application of sound policies and practices;

Organizational Entity	What additional work can be done to promote this commitment ?	What can I or we do to promote this commitment?
PPB (V-P Direct Reports Group)	<p>The group felt that this was similar in intent to commitment number one. Suggestions where the Centre might further pursue the spirit behind this commitment, including:</p> <ul style="list-style-type: none"> • clarity in indeterminate positions versus contractually limited ones (currently, an indeterminate position may be filled on a contractual basis almost entirely at the discretion of the relevant manager); • consistency in the provision of compensatory leave and study leave, currently at the discretion of the manager; • the treatment of interns and PDAs, particularly those staying for two years or more and who do not receive the same level of benefits as staff. 	<p>Possible Action for PPB: PPB is committed to the consistent and open application of policies that are within its purview to apply, and will continue to be vigilant in that respect.</p>
PA (S&EE)	<p>There was recognition of the extent of progress made in recent years in terms of specific HR policies and procedures. However, there are still areas where participants feel that there is insufficient clarity, or where policies are not applied consistently.</p>	<p>Possible priorities for action: The issue of termination policy is one of the pending items for consideration by the Human Resources Management Committee.</p>

Employment Philosophy Roll-Out Recap of Reports to the President Centre-Wide

Commitment # 4: To ensure consistency and openness in the treatment of employees through the development and application of sound policies and practices;

Organizational Entity	What additional work can be done to promote this commitment ?	What can I or we do to promote this commitment?
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PA (S&EE) (cont'd)

There is a concern to avoid a situation in which the work environment is based on a series of individual negotiations. Specific mention was made of termination policy, where a number of participants felt the basis for recent terminations has been unclear, resulting in anxiety and uncertainty for remaining staff.

PA (ENRM)

- Increase clarity and transparency of decision-making processes that result from extensive consultation (e.g.. Job Evaluation & Compensation Systems, was the decision made before consultation?)
- Check all decisions against employment philosophy
- Expectation from SMC that managers be aware of processes / decisions
- "Tighten up" Echonet
- Provide regular reminders on important policies, even without change
- Standardize training / orientation for new staff, at present it is too decentralized
- Commit to maintain processes of transparency and participation in program discussions.
- Read Echonet.

Employment Philosophy Roll-Out Recap of Reports to the President Centre-Wide

Commitment # 4: To ensure consistency and openness in the treatment of employees through the development and application of sound policies and practices;

Organizational Entity	What additional work can be done to promote this commitment ?	What can I or we do to promote this commitment?
PA (ICT4D)	<ul style="list-style-type: none"> • The HRMC should be much more visible. • In order to be more visible you have to reduce the HR turnover. • Be more consistent in the way people are "flushed" from IDRC. The lack of communication around the departure of people from IDRC....Most times people already know. Then when it's announced, people gossip even more. To this day, the departure of (...) is completely opaque. Why are people arriving and departing? • Do we know about how and why people are fired and how it happens. • A suggestion for the creation of policies that exist but aren't written anywhere. There's certain policies for people that work in purchasing • Because the policy is that you can't get one. Let's remember that the policy means bureaucracy. It's not the policy but the knowledge of the policy! • Creating lists of people by occupational category (i.e. GAs, PA,) to get advice on how to do certain things. 	No comment.

Employment Philosophy Roll-Out Recap of Reports to the President Centre-Wide

Commitment # 4: To ensure consistency and openness in the treatment of employees through the development and application of sound policies and practices;

Organizational Entity

What additional work can be done to promote this commitment ?

What can I or we do to promote this commitment?

PA (ICT4D) (cont'd)

- Because the policy is that you can't get one. Let's remember that the policy means bureaucracy. It's not the policy but the knowledge of the policy!
- ITMD's lack of consistency in setting up "Out of office" and the mail loops that happen because of this.
- The orientation needs improvement, big time.
- I was told that there would be some management training, but it's never materialized.

SID

- Guarantee more staff involvement in the development of policies, with a view to increasing transparency.
- Assess the effectiveness of Centre policies on a regular and timely basis.
- Ensure parity between management and Centre staff on the HRM Committee and other HR committees.
- Participate in policy reviews and development committees that have an impact on staff.

Employment Philosophy Roll-Out Recap of Reports to the President Centre-Wide

Commitment # 4: To ensure consistency and openness in the treatment of employees through the development and application of sound policies and practices;

Organizational Entity	What additional work can be done to promote this commitment ?	What can I or we do to promote this commitment?
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PBDD

- The matrix structure of work at IDRC can lead to misunderstanding of roles; for that it was suggested to discuss further with immediate supervisor for clarity;
- The use of the workplan is a good instrument to achieve this commitment when used in conjunction with job description;
- Important to maintain transparency within Division to achieve this.

Employment Philosophy Roll-Out Recap of Reports to the President Centre-Wide

Commitment # 4: To ensure consistency and openness in the treatment of employees through the development and application of sound policies and practices;

Organizational Entity	What additional work can be done to promote this commitment ?	What can I or we do to promote this commitment?
Offices of General Counsel, the Corporate Secretary & P&P and Chief of Staff	<ul style="list-style-type: none"> • There was a belief that where policies and practices were questioned by staff, the response time to the concerns was not always quick enough. Issues were left unresolved. Termination and overtime policies were cited as two examples. It was asked whether issues were being prioritized properly, and a belief that Human Resources should always say what is next. • There was considerable concern expressed about termination questions, and in particular a feeling that there were deficiencies in the process leading up to termination. There was also a question about the "handling" of terminated employees, as it related to a speedy and unplanned exit from the building. • There was a view that there should be greater consistency in the Centre-wide application of policies, such as flex-time. Managers should not be able to just say 'no', and resources should be provided so that this policy can be implemented. 	No comment.

Employment Philosophy Roll-Out Recap of Reports to the President Centre-Wide

Commitment # 4: To ensure consistency and openness in the treatment of employees through the development and application of sound policies and practices;

Organizational Entity	What additional work can be done to promote this commitment ?	What can I or we do to promote this commitment?
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Evaluation Unit

- | | |
|---|--|
| <ul style="list-style-type: none"> • Fully independent assessment of consistency and openness in the treatment of employees, and in the implementation of policy and practices • Accept critical feedback from staff without retribution • Develop consistency in application and transparency in hiring and firing procedures | <ul style="list-style-type: none"> • Provide feedback on observed cases of inconsistency and unfair treatment • Open and transparent about opportunities available and granted |
|---|--|

Communications Division

<p>The termination policy falls under this point. It was said that contracts have been inconsistent on terms and benefit packages, but it was acknowledged that Human Resources works systematically to bring consistency. The Centre's move to make sure that term positions in which the incumbent was rehired year after year be turned into indeterminate was seen as a very good step to implement consistency and fairness in the treatment of employees.</p>	No comment.
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Employment Philosophy Roll-Out Recap of Reports to the President Centre-Wide

Commitment # 4: To ensure consistency and openness in the treatment of employees through the development and application of sound policies and practices;

Organizational Entity

What additional work can be done to promote this commitment ?

What can I or we do to promote this commitment?

Audit Services

- IDRC could consider more staff representation on HRMC and SMC.
- IDRC could consider the unique needs of all employee groups when developing new policies, including employees without live-in dependants.

Audit Services will have weekly departmental meetings to allow for open discussion of ideas.

ESARO

- Improve information sharing on the development of a range of HR initiatives and opportunities, in particular those relating to staff development.
- Improve ESARO ACRO representation and information flow.
- Share and implement the results of various HR surveys - eg. climate, workload.

- Familiarisation with the philosophy and its implications, and develop a positive attitude towards it.
- Take individual responsibility to ensure that the principles of equity and fairness are being exercised in the office, including highlighting cases where this is not respected.

MERO

- Make these policies available to staff
- Ensure circulation of Head Quarter's memos
- View Echonet
- Visit Personnel manual

- Commitment to Career development
- Financial resources for training (Professional Development)
- Advisory Committee for Regional Offices (ACRO) should be discussed in Regional Offices
- Professional Development

Employment Philosophy Roll-Out Recap of Reports to the President Centre-Wide

Commitment # 4: To ensure consistency and openness in the treatment of employees through the development and application of sound policies and practices;

Organizational Entity	What additional work can be done to promote this commitment?	What can I or we do to promote this commitment?
MERO (cont'd)		<ul style="list-style-type: none"> • Make available financial resources, career advancement • Systematic discussion of ACRO meetings in staff meetings • Update and make available manual for locally-hired staff
ASRO	Several staff asked that ASRO provide for home dial-up accounts for telework. We explained that we would prefer LES to handle work within working hours and inside our firewall. OHS are already provided with iPass accounts that permit telework. All telework requests should be made following existing policies.	No comment.
WARO	<ul style="list-style-type: none"> • Better documentation of practices • Evaluation at 360° • Transparency in the performance evaluation • Standard benefits for all local employees (i.e.: among the regional offices) • Formalize the staff associations in all the RO • Periodic review of the stated principles • Participation in the selection committees when hiring 	<ul style="list-style-type: none"> • Formalize the WARO personnel association • Establish a systematic replacement program for PA during annual leaves

Employment Philosophy Roll-Out Recap of Reports to the President Centre-Wide

Commitment # 4: To ensure consistency and openness in the treatment of employees through the development and application of sound policies and practices;

Organizational Entity	What additional work can be done to promote this commitment ?	What can I or we do to promote this commitment?
WARO (cont'd)	<ul style="list-style-type: none"> • Eliminate the distinction (title) between the locally engaged and foreign staff • Allow replacements of program assistants on level in the same way as is done for administrative and financial staff • Consultation with the people involved before making decisions affecting their workload • Job promotion without competition if the skills are proven – encourage internal promotion for everyone • Ensure that the results of this consultation are used 	
SARO	<ul style="list-style-type: none"> • Proper explanation/clarification of difference in treatment of local and Ottawa-hired staff in case of emergency, e.g., during probable Indo-Pak war there was an evacuation of the Canadian Citizen but there was no instruction for local staff • Periodic briefing of staff is needed about the changes in HR and other policies 	No comment.

Employment Philosophy Roll-Out Recap of Reports to the President Centre-Wide

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Organizational Entity	What additional work can be done to promote this commitment ?	What can I or we do to promote this commitment?
LACRO	No comment.	No comment.
RIMSD	<ul style="list-style-type: none"> • Clear interpretation of the MPFM • Apply consistently throughout all branches • Training on policies • Clarify (implement) Appeal Process • Elaborate procedures (consistency) 	<ul style="list-style-type: none"> • Take advantage of opportunities • Division to increase training opportunities

Employment Philosophy Roll-Out Recap of Reports to the President Centre-Wide

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Organizational Entity	What additional work can be done to promote this commitment ?	What can I or we do to promote this commitment?
ITMD	<ul style="list-style-type: none"> • Advertise policies in Echonet focussing on current issues. • Put the policies in laymen terms – “what does it mean for me?” • Every few months, advertise a different policy in a timely fashion (e.g. “Leave” during summer holidays, etc.). • Brown bag lunches to announce new or existing policies. • Make policies consistent and clearer – don’t leave interpretation and limits up to individual managers – ensure consistency across the Centre. • Explain what is not included in a policy, (e.g. What OL cannot be used for?). • Should be a policy for evaluating managers on relationships with employees, colleagues, clients, 360 degree evaluation. 	<ul style="list-style-type: none"> • Familiarize ourselves with policies. • Get involved with Staff Association. • Identify, to HR, the policies that we feel are problematic. • PRAS – Should perhaps agree, as a division, to evaluate based on relationships with employees, colleagues, clients.

Employment Philosophy Roll-Out Recap of Reports to the President Centre-Wide

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Organizational Entity	What additional work can be done to promote this commitment ?	What can I or we do to promote this commitment?
HRD	<p>Organise information sessions on specific subjects (i.e. work/life balance) for managers and employees.</p> <ul style="list-style-type: none"> • Promote our accessibility to employees; • Be responsive to the questions of managers and employees; and • Clarify policies. 	
GAD	<p>Harmonize practices on processing overtime because there are major differences between the divisions/branches</p> <ul style="list-style-type: none"> • HRD should be consistent in carrying out its advisory role across the organization. 	<p>In relation to pay:</p> <ul style="list-style-type: none"> • Become involved in the various advisory committees • Continue to promote consistency within the Division
FAD		<ul style="list-style-type: none"> • Significant issues affecting staff should be discussed and agreed upon with management team.
Bellonet	<p>Policies are promoted, yes, but not really enforced or ensured. The advisory role of HR is perceived to be too weak and leaving too much in the discretion of managers who can opt not to follow policy.</p>	No comment.

Employment Philosophy Roll-Out Recap of Reports to the President Centre-Wide

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Organizational Entity	What additional work can be done to promote this commitment ?	What can I or we do to promote this commitment?
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IMFNS

With respect to Secretariats it was noted that improvements could be made to more systematically make it aware of changes in Centre procedures or guidelines, such as those that may be made within GAD and FAD and not always communicated to Secretariats. It is suggested that Secretariats should be invited to briefings dealing with such changes or, at a minimum that it be fully and routinely on the distribution list of documents dealing with such. The issue is more administrative than human resource in nature, however, its effect is to treat one area of the Centre in a less than equitable way and to invite inefficiencies in programme delivery.

Employment Philosophy Roll-Out Recap of Reports to the President Centre-Wide

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Organizational Entity	What additional work can be done to promote this commitment ?	What can I or we do to promote this commitment?
RITC	The Employment philosophy pledges to "ensure consistency and openness in the treatment of employees." What exactly does this pertain to - hiring, recruitment, transfer, promotion, compensation, training? Does it refer to some or all of these issues? Are other issues included?	No comment.

Employment Philosophy Roll-Out Recap of Reports to the President Centre-Wide

Commitment # 5: To provide a total compensation plan (i.e. salary and benefits) that is fair, as well as training and professional development opportunities that enrich the Centre's work, and that improve individual levels of competence;

Organizational Entity	What additional work can be done to promote this commitment ?	What can I or we do to promote this commitment?
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PPB (V-P Direct Reports Group)

The group noted the importance of keeping job descriptions up-to-date, something the current system is designed to do. Although the group was not in a position to assess the regular market surveys the Centre undertakes to benchmark its scales, it did note that:

- since the Centre does not track market conditions as closely as firms in the private sector do, highs as well as lows in compensation packages tend to be less pronounced, so the final outcome over time for individuals is very situation-specific;
- the Centre retirement package as compared to the Public Service retirement package does not include a dental plan;
- the writing awards provide a good opportunity to program staff to maintain their professional edge;
- the Centre is generous in funding additional studies including post-graduate work of its staff; but more could be done to institute a systematic process of sabbaticals for suitable staff.

Possible Action for PPB: PPB cannot address the compensation plan, however, it has and will continue to support learning and professional development of its staff within reasonable budget limitations.

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Organizational Entity	What additional work can be done to promote this commitment ?	What can I or we do to promote this commitment?
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PA (S&EE)

There are some lingering issues of concern regarding compensation, despite the recognition that salary levels have in most cases increased as a result of the recent job evaluation and compensation exercise. The first of these is the decision to "peg" IDRC salaries to only the 60th percentile of a (limited) set of comparator organizations - at least one participant felt that this was out of step with expectations, particularly as it coincided with a period of increased resources for the Centre as a whole and a commitment not to add additional staff. The second issue is one of internal equity between incumbents (most of whom - at least in the case of program officers -- now find themselves near the bottom of the new ranges with no room for negotiation) and new recruits who may be able to negotiate their starting salary within the new ranges.

Possible priorities for action: Ongoing attention by managers, HR to maintain internal equity in terms of salaries for incumbents and new recruits. Clarify rules for staff exchanges, self-funded leaves, and explore making latter open to term staff as well. Improve Branch planning of training expenditures, with clearer guidelines for PRAS process.

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Organizational Entity	What additional work can be done to promote this commitment ?	What can I or we do to promote this commitment?
PA (S&EE) (cont'd)	<p>In terms of professional development and training, it was felt there was a need to improve the process of planning Branch training expenditures – the current process is seen as very ad hoc, and the effort to integrate training needs into PRAS forms may be generating unrealistic expectations about likely training opportunities. There was also concern about how to provide time for writing and reflection by program staff. While self-funded leaves provide one possible model, current provisions suggest that these are available only to indeterminate staff. There were also calls for more clarity on procedures for staff exchanges with other organizations.</p>	
PA (ENRM)	<ul style="list-style-type: none"> • Clarify “secondment”. Opportunity or risk? And enhance opportunity for exchanges • Clarify where decision-making / responsibility for approving training lies. Move approval to level above TL to ensure job-related training and professional development 	<ul style="list-style-type: none"> • Make ourselves aware of opportunities, policies and support. • Balance cost and benefit - time and money - for individuals and teams. Recognize and reward those that pick up slack within a team. • Teams can take initiative to “train” (i.e. take a day for team-building).

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Organizational Entity	What additional work can be done to promote this commitment ?	What can I or we do to promote this commitment?
PA (ENRM) (cont'd)	<ul style="list-style-type: none"> • Clarify access to training opportunities in different jobs (i.e. program staff vs. support staff) • HR to offer career development counseling • Maintain (improve?) access to management training for managers • Offer opportunities for "team" training • Encourage and reward employee initiated learning (i.e. through PRAS) • Take advantage of group training 	<ul style="list-style-type: none"> • Follow-up more on training received, provide feedback (i.e. trip report). • Consolidate training needs voiced in PRAS at Program Area / Branch level.
PA (ICT4D)	<ul style="list-style-type: none"> • The training and professional development budget should be decentralized to Senior Managers. • Maybe if Human Resources identifies priorities for training, they could bulk purchase training seats with universities at much cheaper prices. • There is no policy about supporting university degrees for staff. • There should be a training, professional development and career development plan for each employee. 	No comment.

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Organizational Entity	What additional work can be done to promote this commitment?	What can I or we do to promote this commitment?
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PA (ICT4D) (cont'd)

- I think the employee should be responsible for this. I think people in the public service lose their sense of autonomy and independence because so much of this is provided.
- ...with financial budgets associated with it.
- I think managers should try to ensure that employees have the time and opportunity for training and professional development.
- I have a suggestion, considering that this is a research institution, there is very little interchange with universities...I'd suggest that exchanges be set up with Southern Universities.
- I'm just talking about colleges and universities.
- There should be a policy for publishing rights and procedures at IDRC.
- Fair IP attribution rights for interns and ROs.

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Organizational Entity	What additional work can be done to promote this commitment ?	What can I or we do to promote this commitment?
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SID

- Provide more training for writing complete, accurate job descriptions.
- Strive for more open communication during job evaluation and compensation process.
- Ensure more staff involvement in job evaluation and compensation process.
- Carry out training as specified in PRAS.
- Compile statistics on who undertakes training, what kind of training, when, etc., for use in targeting training opportunities to under-served groups.
- Approve training for broader career enhancing opportunities. (Linkage to promotional opportunities.)
- Encourage mobility (secondments) within and outside Centre.
- Give staff choice in terms of which language schools to attend, as Centre-designated language schools have not always been of satisfactory quality in the past.
- Managers to consider requests for training seriously.

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Organizational Entity	What additional work can be done to promote this commitment ?	What can I or we do to promote this commitment?
PBDD	<ul style="list-style-type: none">• In line with the acceptance and accommodating cultural diversity, it would be helpful if Centre in Ottawa took account of non-Canadians working in Canada;• Training opportunities need to be more varied and flexible. They are also available based on justification of need for training. HR is developing a training framework.	

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Organizational Entity	What additional work can be done to promote this commitment ?	What can I or we do to promote this commitment?
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Offices of General Counsel &
the Corporate Secretary &
P&P and Chief of Staff

There was discussion about the large number of accumulated sick days and a wish that some could be converted to AL according to some ratio.

There was a desire for more clarity on what could be claimed as Other Leave, and how frequently.

Overtime was thought not to be in conformity with applicable standards.

The eye care portion of medical expenses was thought to be very inadequate to meet normal needs.

There was a wish that social workers could be covered as a benefit.

With increased physical stresses resulting from extended computer usage, the coverage for massage therapy should be increased to provide for monthly treatments if required.

The question was asked whether EAP was available in the regions.

Some facilitation of child care during periods of their sickness was requested.

No comment.

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Organizational Entity	What additional work can be done to promote this commitment ?	What can I or we do to promote this commitment?
Offices of General Counsel, the Corporate Secretary & P&P and Chief of Staff (cont'd)	There was a desire for more "life-style or personal-value courses", as well as courses on "softer" issues, like presentation skills and dealing with difficult people. Others felt that there was a need for a corporate resource support for training to ensure that workload did not prevent undertaking it.	
Evaluation Unit	<ul style="list-style-type: none"> • Adopt policies that encourage career progression within the organization • Support investments over time in staff development and staff retention • Have a policy on staff turnover that is sustainable • Provide interns and PDAs equitable benefits (health, dental, RRSP income, ergonomic furniture etc) • Be consistent - rhetoric around IDRC being an organization of excellence is inconsistent with performance and compensation policies which promote mediocrity (e.g. the 60th percentile salary range, bell-curveing the PRAS ratings) 	<ul style="list-style-type: none"> • Appealing and giving feedback • Sharing professional development opportunities • Take advantage of training opportunities that are provided • Support and initiate evaluation training workshops run by leading thinkers, practitioners

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Organizational Entity	What additional work can be done to promote this commitment ?	What can I or we do to promote this commitment?
Evaluation Unit (cont'd)	<ul style="list-style-type: none">• Greater consistency and equity in access to and conditions of professional development initiatives (criteria for who gets secondment, leaves of absence, targeted initiatives such as writing awards are not clear and treatment needs to be more equitable - unclear what the appeal process is)• Consistency in opportunities across branches in the Centre	
Communications Division	<p>Participants noted that the word 'competitive' is missing in the text of the Employment Philosophy while, in fact, the Centre's salaries are aimed at being aligned with the private sector.</p> <p>There was a consensus that IDRC offers a better benefits package than the Public Service but that it is very weak in training opportunities and offers very few opportunities for advancement and promotions, even though lately there have been more internal promotions which was seen as a move in the good direction.</p>	<p>Some stated clearly that they chose to work in an international development organization, and that if salaries were their main concern they would work elsewhere.</p>

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Organizational Entity	What additional work can be done to promote this commitment?	What can I or we do to promote this commitment?
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Audit Services

- IDRC could develop a policy to protect the training budget line from being used for other purposes
- IDRC could establish training budget standards per employee
- IDRC could provide much better health benefits eg., lower prescription co-payment, higher eyeglass and practitioner maximums, and dental coverage for all non-cosmetic dental solutions, including implants

Audit Services will prepare the departmental budget taking into consideration the prioritized training needs of all staff

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Organizational Entity	What additional work can be done to promote this commitment?	What can I or we do to promote this commitment?
ESARO	<p>In the context of fairness and equity, review LES compensation structures.</p> <p>Reward <u>team</u>-work, not just individual performance.</p> <p>Improve information sharing on the development of a range of HR initiatives and opportunities, in particular those relating to staff development.</p>	No comment.
MERO	<ul style="list-style-type: none"> • Extend evaluation and compensation revue to locally-hired staff. • Make available more resources and time for professional development. 	<ul style="list-style-type: none"> • Address issue of devaluation of currencies in regions; determine real cost of living increases. • Distinguish between inflation in Canada and RO, review Consumer Price Index and disposable income for Ottawa-hired staff. • Make time for training in work plans.
ASRO	<p>Staff discussed the Watson Wyatt 2003 Singapore market survey as well as (again) the new Ottawa-hired staff classification and compensation system. All agree that present compensation systems are fair, more competitive than they have been at any time in recent memory and training budgets are generous.</p>	<p>Some staff say they are reluctant to pursue training citing workload issues. Even where workplans have incorporated time for writing and reflection, staff have found it difficult to pull time away from unforeseen tasks to carry through these plans. Staff do not see this as a feature of under-resourced teams, rather that plans never fully reflect unforeseen activities in what is, typically, risky work.</p>

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Organizational Entity	What additional work can be done to promote this commitment ?	What can I or we do to promote this commitment?
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ASRO (cont'd)

Staff suggest that teams do a better job of prioritizing strategic reflection.

WARO

- Establish a single salary schedule for the entire Centre
- Special arrangements that consider the situation of the local employees, who are foreigners in the host country
- Readjust the salaries to the cost of living annually (3)
- More frequent review of the pay system (at 5 years instead of 10)
- The salary should be applicable to the person not the position
- Equipment benefits for the local employees
- Broaden the loans system (purchase of accommodation, vehicle, computer) - extend loans to the staff
- Strengthen the retirement system for the local employees
- Review the reimbursement rules (loans, advances for the costs of missions)

Compensation:

- Adjust salaries to the cost of living
- Improve the social policy:
- Broaden policy of loans to employees
- Create a housing coop to facilitate access to purchasing a house
- Strengthen retirement plan for local employees

Training:

- Develop a training plan
- Make the training policy more flexible
- Increase the training budget for local staff
- Agree to fund degree level training
- Foster participation in seminars

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Organizational Entity	What additional work can be done to promote this commitment ?	What can I or we do to promote this commitment?
WARO (cont'd)	<ul style="list-style-type: none"> • Consider degrees and experience for pay within the salary schedule. • Facilitate participation in courses for managers at intermediate levels – other professional training. • Bring in specialists to provide upgrading seminars. • Allow short periods (retreats) to encourage drafting of documents for publication purposes. • Allow one year secondments to institutions similar to IDRC. • Agree to fund degree level training. • Agree to fund training desired by the employee even where this is not directly relevant to the current duties. • Help employees to avoid stagnating at a specific level by fostering professional development. 	

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Organizational Entity	What additional work can be done to promote this commitment ?	What can I or we do to promote this commitment?
SARO	<ul style="list-style-type: none"> • How and who is to decide whether compensation plan is fair? • What are the comparators for compensation and are these consistently followed? • There should be new compensation policy for LES similar to Ottawa-hired staff • Increments should be based on the regional conditions and not on the predefined increments in the budget • Need for better maternity/ paternity leave policy • Review of local policies and procedures on a periodical basis • Staff should be reimbursed for higher study costs related to their profession 	No Comment
LACRO	<ul style="list-style-type: none"> • Implementation of an equitable compensation plan for locally engaged staff • Decision making on inclusive medical and dental coverage as was discussed by ACRO • Improve efficiency implementing training and development opportunities 	<ul style="list-style-type: none"> • Follow up ACRO discussions through LACRO's representative proposing 31 Oct. 2003 as deadline for • A final decision on corporate plans for locally engaged staff. • Implement an institutional agreement with a language-training provider before 31 Oct. 2003. LACRO RD will share information before 15 Sept. • Staff members will share costs to increase efficiency and resources allocation in training and personal development activities.

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Organizational Entity	What additional work can be done to promote this commitment ?	What can I or we do to promote this commitment?
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LACRO (cont'd)

- A committee will be integrated before 31 Oct. 2003 to advise LACRO RD on the allocation of financial resources to training activities.

RIMSD

- Explore additional annual leave after 25 years of service.
- greater recognition (awards) for exceptionally long service, e.g. visit to Regional Offices.
- Staff Association role at initial stages of salary and compensation issues development.
- Consideration of years of experience in position on salary scale.
- Have a second training room (lab).
- Take advantage of opportunities.
- Division to increase training opportunities

ITMD

- The PRAS should identify and approve training for each individual.
- Each project should have a training component.
- Re-do the NEW job evaluation and compensation system.
- Alternative training (e.g. CBT, e-learning...).
- Ask for a bigger training budget for IT staff.

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Organizational Entity	What additional work can be done to promote this commitment ?	What can I or we do to promote this commitment?
HRD	<ul style="list-style-type: none"> • Develop a framework for training & development, including parameters; • Explore e-learning as an alternative to more traditional approaches to learning; • Make some courses obligatory, where they are clearly job-related; and • Include ROs in training opportunities (i.e. videos). 	<ul style="list-style-type: none"> • Promote training in the HR Resource Centre.
GAD	<ul style="list-style-type: none"> • Use the PRAS more than once a year • Restore the concept of the Summer Institute • More training sessions like the recent course on project management 	<ul style="list-style-type: none"> • Consider feedback from internal clients • Make the evaluation an ongoing activity • Divisional brown bag lunch seminars • Divisional bulletin board for professional development opportunities
FAD	<ul style="list-style-type: none"> • Some of the participants are of the opinion that not enough resources are devoted to professional training; • It was suggested that front line staff is not always aware of training/conferences being circulated at higher levels. Similarly, many are not aware of the training budget available to their division; 	<ul style="list-style-type: none"> • FAD will make its training budget information available to all its staff; • Each employee must recognize that training is a joint responsibility of themselves and management. Employees must play an active role in defining their own training needs and work collaboratively with management so that training which benefits both the employee and the organization is considered and pursued, taking into account the financial capabilities of IDRC; and

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Organizational Entity	What additional work can be done to promote this commitment?	What can I or we do to promote this commitment?
FAD (cont'd)	<ul style="list-style-type: none"> • Although the PRAS forms do include the training needs of each employee, it is felt that these needs are not consistently followed up; and • Although it is known that HRD has a separate training budget, employees are not aware of what this separate budget is used for. 	<ul style="list-style-type: none"> • Training needs identified in PRAS should be followed up on. A list consolidating all such needs should be prepared after the PRAS process, and the FAD management team could identify training courses that would meet the identified needs.
Bellanet	This can be strengthened by reducing the number of casual and term employees and providing more job security.	No comment.
IMFNS	<ul style="list-style-type: none"> • Orientation for new employees was reported to be inconsistent with the result that new employees are not always fully aware of the resources available to them for professional development and training. It was noted that with such a wealth of resources in the Centre a greater effort should be made to ensure their full use. • The Secretariat should (and does) budget separately on an annual basis for professional development for each employee. 	No comment.

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Organizational Entity	What additional work can be done to promote this commitment ?	What can I or we do to promote this commitment?
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RTTC

In the bullet point that discusses a "total compensation plan that is fair" what does fair mean and who is the judge of this? Does this imply that salary and benefits fairly reward performance? Rather than "fair", does this really mean competitive vis-à-vis other comparable institutions? We suggest that the end of the same section should be amended to read: "... that improve individual levels of competence and promote career enhancement and advancement". It may be appropriate to add, here or elsewhere, "providing a regular evaluation of work performance and career development". The document does not seem to address the issue of career development directly as currently written.

The Secretariat also welcomes the Centre's focus on "training and professional development" but acknowledges that this is often difficult to schedule. Ongoing training and education are seen as important.

No comment.

Employment Philosophy Roll-Out Recap of Reports to the President Centre-Wide

Commitment # 6: To create an environment where employees may attain and maintain a balance between their work and personal lives;

Organizational Entity	What additional work can be done to promote this commitment ?	What can I or we do to promote this commitment?
PPB (V-P Direct Reports Group)	<p>There was a general sense in the group that workloads - and the impression of over-work among staff and managers - are better managed now than they were some years ago. The systematic study of the issue followed by the creation of a part-time position dedicated to the subject were singled out as indicators of the seriousness with which Centre management takes this issue. The importance the current crop of managers places on balancing home and work life was also singled out for mention. The increasing use of teleworking arrangements were noted.</p>	<p>Possible Action for PPB: PPB will continue to support and encourage the balancing of workloads with personal life commitments, through work-planning meetings, the PRAS Process and other means, as appropriate.</p>
	<p>There were a number of specific suggestions for management and staff. They were:</p> <ul style="list-style-type: none"> • more care in addressing e-mails to avoid the proliferation of messages to all and sundry; • the expeditious use of replacements for persons on sick leave where possible; • a study on patterns of stress leave to derive appropriate conclusions on this subject. 	

Employment Philosophy Roll-Out Recap of Reports to the President Centre-Wide

Commitment # 6: To create an environment where employees may attain and maintain a balance between their work and personal lives;

Organizational Entity	What additional work can be done to promote this commitment ?	What can I or we do to promote this commitment?
PA (S&EE)	<p>Not surprisingly, this issue raised a significant amount of discussion. There was a general concern about continued high levels of workload and long hours – plus worries that this will worsen over time as the Centre's budget increases. Reporting demands for PI teams are not onerous, but there are still a number of ad hoc requests for information from management which add to workloads and make work planning more difficult. There was a sense that over time the workload issue will force us to re-think the way we operate – and in particular the amount of hands-on capacity-building support we can offer.</p> <p>At least one participant mentioned the organization of workshops as something which can cause workload issues for PA's and GAD staff – could we explore the idea of having a separate workshop coordination group to handle these sorts of events?</p>	<p>Possible priorities for action:</p> <ul style="list-style-type: none"> • explore separate workshop coordination group; • roll-out laptops with docking stations for PO's; • explore project management software options; • look at format of team workplans; and • team members to share individual workplans for info.

Employment Philosophy Roll-Out Recap of Reports to the President Centre-Wide

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Organizational Entity	What additional work can be done to promote this commitment ?	What can I or we do to promote this commitment?
PA (S&EE) (cont'd)	<p>A number of initiatives launched by the Centre have helped employees manage workloads (mention was made of the telework policy and the provision of laptops with docking stations). However, there are still impediments, including technical issues such as remote connectivity speed. There was some discussion of work-planning tools. It was felt that the current format for team workplans does not help Team Leaders track workloads of team members. Some participants expressed interest in exploring software tools such as MS-Project to assist teams.</p>	
PA (ENRM)	<ul style="list-style-type: none"> • Initiate follow-up to workload study by external consultants. What have been the impacts on different groups? TLs were the most stretched, has this changed? • Recognize importance of workplan, enhance flexibility to say "no" to other tasks • Increase flexibility with regards to family leave, revisit one day per occurrence policy (i.e. allow use of SL instead) 	<p>Question 24/7 connectivity, de-glorify work all-the-time aka "road warriors" – Workload Study recommended stopping this practice, but still happening. Recognize its destructiveness.</p> <ul style="list-style-type: none"> • Compressed Work Week, take advantage of it! • "Say no!", assert our need for balance, onus is on us. • Look at expectations we place on ourselves. • Recognize individual scope and leadership scope of workload issue. Accept influence of and support from supervisors.

Employment Philosophy Roll-Out Recap of Reports to the President Centre-Wide

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Organizational Entity	What additional work can be done to promote this commitment ?	What can I or we do to promote this commitment?
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PA (ENRM) (cont'd)

- Change culture that considers Compressed Work Week as "taboo" for program staff
- Offer time management training opportunities
- Clarify expectations v.-a.-v. PRAS process, currently disconnected between how staff are evaluated (based on expectations) and balance. Misconception that rating of 5 = overtime!
- Reduce tension between individual work and team work
- Improve technical support for working from home (i.e. better email, access to Y:/ drive, etc.)
- Recognize risk of displacing "workload" problem through Telework
- Clarify policy on telework (application). Training? Standardize definition, clarify practice.
- Encourage supervisors to model a healthy work-life balance and to actively support / promote employees doing the same.

Employment Philosophy Roll-Out Recap of Reports to the President Centre-Wide

Commitment # 6: To create an environment where employees may attain and maintain a balance between their work and personal lives;

Organizational Entity	What additional work can be done to promote this commitment ?	What can I or we do to promote this commitment?
PA (ICT4D)	<ul style="list-style-type: none">• A serious, systematic and well-supported telework policy.• Management consult to see if ROs or other employees can use a laptop.• The face-time to interact with one another is important too. It's what makes IDRC, IDRC.• Maybe we should create "face to face" days.• Sometimes I feel that people think I'm not working if I work from home. We need more of a support statement from management.• Having a policy of no more than 3 places on business travel or 2 weeks from the office.• It's nice to have the policy for travel but you need the financial resources to do it.• Use the digital tools to alleviate the travel strain (i.e. digital cameras for recipients).• Increased budget for staffing.• Resources need to be provided for this.	<ul style="list-style-type: none">• Our group should take advantage of the policy of compressed work-week.

Employment Philosophy Roll-Out Recap of Reports to the President Centre-Wide

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Organizational Entity

What additional work can be done to promote this commitment ?

What can I or we do to promote this commitment?

SID

- Managers should set a positive example by maintaining practical work hours, etc.
- Managers should be accountable for ensuring that workloads are realistic, and should consider re-distribution of workloads when necessary.
- Promote more open communication within the Unit/ Division on the question of workloads.
- Consider the impact of individual decisions on the workload of other members of the Unit/Division.
- Make extra support resources available during "high workload" periods.
Managers must be involved in finding adequate support for staff.
- Managers should have access to funds for casual help during stressful periods of work.
- Where possible, staff should be available to share workloads (delegate as much as possible; role of training in ensuring effective delegation and team management).

Employment Philosophy Roll-Out Recap of Reports to the President Centre-Wide

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Organizational Entity

What additional work can be done to promote this commitment ?

What can I or we do to promote this commitment?

PBDD

- The conflict between a work commitment and a family commitment may best be avoided by as much forward planning as possible. It was decided to set up a PBDD calendar, not only for official travel but also to indicate vacation times planned by staff;
- It is important to maintain flexible work hours and teleworking. For teleworking, it was suggested that the Centre considers providing employees with hardware (as in other Government of Canada bodies). PBDD management asked that any teleworking for a day or more per week should be indicated on the activity report. It is also important to consider that this does not impact on other colleagues. For PBDD, a list of team member contacts will be made;
- A phone card system would be more efficient than the current system for claiming work calls done from home. This suggestion should be made to the Finance and Administration group.

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Organizational Entity	What additional work can be done to promote this commitment?	What can I or we do to promote this commitment?
Offices of General Counsel, the Corporate Secretary & P&P and Chief of Staff	<p>There was a desire for a follow-up to the Employee Climate Survey to compare results with the problems.</p> <p>There is a need for a "receptive climate" for use of special leave e.g., care of sick parents.</p> <p>There is a desire for a "right of appeal" if teleworking is refused.</p>	No comment.
Evaluation Unit	<p>A lot is at the discretion of the managers - large potential for inconsistency across Centre</p> <p>- managers should be accountable for promoting work-life balance.</p>	<ul style="list-style-type: none"> • Maintain flexible hours on work. • Pick up each other's travel or other responsibilities. • Honour-system on making sure that time taken away is made up. • Flexible allocation and re-allocation of work which facilitates management of workload within Unit. • Need to be more coordinated as a Unit to support Celine in her work (Celine is the only support person within the Unit - and consequently has the least control over her workload).

Employment Philosophy Roll-Out Recap of Reports to the President Centre-Wide

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Organizational Entity	What additional work can be done to promote this commitment?	What can I or we do to promote this commitment?
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Communications Division

No comment.

Everyone believed that the Centre is very good at this. They cited the Workload Follow-up Coordinator position created by IDRC as proof. They praised the implementation of the policy to pay staff for babysitting while away on official travel. Someone remarked that there was no day care at IDRC. It was explained that the Centre had looked at offering such a facility but that the building did not have the appropriate configuration (the facility would have to be at street level, and there was not sufficient space available). Regarding working hours, staff feels they are pressured to put more hours, but several remarked that this is also a personal choice. There was a lively discussion about the number of people from Communications on long-term sick leave. Is it a sign of stress in the job and employees not succeeding in being able to balance work and personal lives? Are expectations beyond what an average person can deliver?

Employment Philosophy Roll-Out Recap of Reports to the President Centre-Wide

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Organizational Entity	What additional work can be done to promote this commitment ?	What can I or we do to promote this commitment?
Communications Division (cont'd)	Some participants answered that the situation might have more to do with personal than work-related issues. There was agreement that work pressure will always exist but that sometimes it is unnecessary since it reflects mainly bad planning.	
Audit Services	<ul style="list-style-type: none"> IDRC could provide more laptops or home computers. IDRC could set reasonable standards for personal phone calls while travelling. IDRC could extend the cafeteria hours, provide larger food servings and a better selection of food. IDRC's flex hours policy could be more flexible. The hours of work could be reduced to 35 hours per week instead of 37.5. 	<ul style="list-style-type: none"> Audit Services will adjust scheduling to accommodate the vacation and personal needs of departmental staff. Audit Services will be flexible in work hours.
ESARO	<ul style="list-style-type: none"> Share and implement the results of various HR surveys – eg climate, workload. Explore ways to rationalise workload, including time management skills development to support the balance 	<ul style="list-style-type: none"> Motivate each other to take breaks, not work late, and strive to get a better life balance. Recognise that Connie's and Lee's doors are always open and both welcome suggestions or views on the work environment.

Employment Philosophy Roll-Out Recap of Reports to the President Centre-Wide

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Organizational Entity	What additional work can be done to promote this commitment ?	What can I or we do to promote this commitment?
MERO	<ul style="list-style-type: none"> • Reduce number of supervisors. • PO's are accountable to only one supervisor. • Ensure that the lessons learnt are shared and become helpful. 	<ul style="list-style-type: none"> • Consider local staff to use flex-time and compressed work week. • Discuss work plans. • Work at home. • Continuously review ways of reducing workload and ensure optimal balance between work and personal lives.
ASRO	<p>Staff are appreciative of recent Centre actions to reduce work week hours (ASRO moved from the Singaporean 40 hr work week to the Centre-wide 37.5 hr this year), compensation for weekend work on travel, telework and flexible leave and lunch hour.</p> <p>While workload has improved it remains an issue. Several staff said that a number of Centre processes appear to add workload without adding effectiveness, specifically cited were team based and Program Area level travel budgeting and our new travel arrangements with (inexperienced) BTL. On the former, staff suggested keeping travel planning at the team level but returning travel budgeting to cost centres.</p>	<p>Staff asked that LES health care benefits be re-examined with a view to increasing allowance for preventive checkups. Subsequently, ASRO management requested a comparison of present LES allowances against comparator firms allowance levels and actual health check costs from a range of providers. This comparison revealed that current allowance levels are adequate and on a par or slightly better than other firms but management agrees to review this again next year as in wake of SARS health care costs appear to be on the increase. Management shared this material with all staff in a separate meeting.</p>

Employment Philosophy Roll-Out Recap of Reports to the President Centre-Wide

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Organizational Entity

What additional work can be done to promote this commitment?

What can I or we do to promote this commitment?

WARO

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| <ul style="list-style-type: none"> • Establish summer hours as is the case in Ottawa • Option of part-time work for a fixed period (i.e.: 4 days/wk) – broaden the system of flexible hours • Review the duration of the lunch break • Adjust the hours to encourage participation in outside training • IDRC should facilitate a good Internet connection to employee houses – equip the staff for tele-work • Introduce paternity leave for the locally employed staff • Allow compensatory leave for all employees (overtime, weekend work) • Encourage a change in working environment from time to time • Set up an exercise room as in Ottawa • Provide research assistants for the POs in the RO • Create a healthy social environment • Set up a daycare centre in the workplace | <ul style="list-style-type: none"> • Introduce greater flexibility in hours • Reduce the discrepancy between conditions in Ottawa and at WARO |
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Employment Philosophy Roll-Out Recap of Reports to the President Centre-Wide

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Organizational Entity	What additional work can be done to promote this commitment ?	What can I or we do to promote this commitment?
WARO (cont'd)	<ul style="list-style-type: none"> • When new tools are implemented by Ottawa (new software programs, new systems), ensure that there is training before they are implemented • Social activities like family picnics • Improve the social policy 	
SARO	<ul style="list-style-type: none"> • Need to recognize the fact that in regional offices, due to their small size, backup is always an issue, therefore, there is less flexibility • Different mindset when we work from home • Is this really functional or practical in regional offices? • Time difference between RO and HO, sometimes, force us to work longer hours when we attend conference calls, etc. 	No comment.

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Organizational Entity

What additional work can be done to promote this commitment ?

What can I or we do to promote this commitment?

LACRO

- Improve time management and priority setting by staff.
- Improve management capacities of supervisors using incentives for performance and efficiency in the office.
- Improve balance of participatory decision-making.

- Increase personal responsibilities defining work time and decentralizing work time management towards working units
- Coordinate work plans with supervisors and programs to allow staff to implement a differential regime during summer period
- Hold meetings intra/inter units with clear objectives and agenda
- Say no to any requirement outside work duties

Employment Philosophy Roll-Out

Recap of Reports to the President Centre-Wide

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Organizational Entity	What additional work can be done to promote this commitment ?	What can I or we do to promote this commitment?
HRD	<ul style="list-style-type: none"> • Promote changing the cultural mind-set of "more hours worked equals added value" and discourage rewarding employees for working long hours; • Promote the idea that "work does not equal life"; • Ensure that the core hours are respected to the extent possible; • Examine the feasibility of supporting employees with local/ preferred day care centres; • Promote flexibility in work scheduling; and • Encourage the use of the fitness facility. 	<ul style="list-style-type: none"> • Lead by example; and • Demonstrate balance between our work & outside life.
GAD	<ul style="list-style-type: none"> • More progressive addition of vacation time, before eight years of service • More sessions on how to achieve this balance 	<ul style="list-style-type: none"> • Discuss one's workload with supervisor, be proactive • Work more in teams— help the others • Continue our regular discussions on this issue, with the work plans • Consider one's motives for working overtime • Maintain and strengthen self-confidence

Employment Philosophy Roll-Out

Recap of Reports to the President Centre-Wide

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Organizational Entity	What additional work can be done to promote this commitment ?	What can I or we do to promote this commitment?
RIMSD	<ul style="list-style-type: none"> • Arrange workload to accommodate working from home • Adjusting workload • Seminars on how to handle workload • Centre devrait être attentif à la charge de travail • More flexibility in contracting out services • Job sharing 	<ul style="list-style-type: none"> • Make use of personal contracts to relieve workload • Keep up with own work and try to help others (TEAMWORK) • Take advantage of technology • Bibi to share power user tricks and tips • Succession planning
ITMD	<ul style="list-style-type: none"> • 2 days off a year for volunteer work (like Government of Canada) • Clarify "Other Leave" policy - is there a maximum? Should it only be one day at a time? • Telework kit - laptop, necessary software, VPN, etc. so people can work from home more spontaneously 	No comment.

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Organizational Entity	What additional work can be done to promote this commitment ?	What can I or we do to promote this commitment?
FAD	<ul style="list-style-type: none">• All levels of management must recognize and respect the fact that staff have different working hours. The scheduling of meetings must take this into account and, as such, IDRC management should establish a procedure so that meetings could only be held from 9:00 am to 3:30 pm; unless there are some exceptional circumstances, meetings should not be allowed to end after 3:30 pm.	<ul style="list-style-type: none">• FAD management can lead by example and ensure that staff working hours are respected.
Bellanet	<p>This is an excellent initiative, but it requires the buy-in of managers to be meaningful. How can this be ensured? How can Managers be better brought into the process?</p>	<p>Telework and flexible work is key for Bellanet as it shifts to a focus on the South; we will actively seek ways to innovate and encourage telework and flexible work, including work from different locations.</p>

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IMFNS	<ul style="list-style-type: none">• The employee assistance programme was noted as a high calibre resource that should be maintained and promoted.• It was noted that the Secretariat ED and staff generally need to cultivate open communication among one another so that all are comfortable in registering any imbalance and in knowing that supervisors and co-workers are prepared to work with them on solutions as needed and in a constructive fashion.• Overall this commitment was given high marks both in terms of the Centre providing the tools to support it and in terms of its observance as a management objective within the Secretariat.	
RITC	<p>We support the concept of "creating an environment where employees may attain and maintain a balance between work and personal lives". This, however, implies accountability on the part of both managers and the employees themselves and the issue of accountability often seems to be silent whenever work/life balance is discussed.</p>	No comment.

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Organizational Entity	What additional work can be done to promote this commitment ?	What can I or we do to promote this commitment?
RTTC (cont'd)	The Centre has no mechanism for employees to provide feedback on how well they feel their managers are doing to promote work/life balance.	

Employment Philosophy Roll-Out Recap of Reports to the President Centre-Wide

Commitment # 7: To recognize and reward excellence in the achievement of work objectives, taking initiative, dealing with others, and contributing in a responsive and positive way to the work and environment of the Centre;

Organizational Entity	What additional work can be done to promote this commitment ?	What can I or we do to promote this commitment?
PPB (V-P Direct Reports Group)	<p>For reporting purposes, we report on these two commitments jointly (i.e. Commitments 7 & 8).</p> <p>The group noted that the non-formal processes to achieve this commitment - regular conversations, a polite message or word - were at least as important as the formal mechanisms that the Centre has in this respect. Also, that initiatives - such as the organization of the international conference on Eco-health issues in Montreal in May 2003, participation in the WSSD last September, and the OPM last year - that require collaboration across many parts of the Centre are going well, an indication that team work is happening and being allowed to happen at the Centre.</p>	<p>Possible Action for PPB: PPB will continue to promote the recognition and rewarding of excellence, and to work with other parts of the Centre on events of corporate importance.</p>

Employment Philosophy Roll-Out

Recap of Reports to the President Centre-Wide

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Organizational Entity	What additional work can be done to promote this commitment ?	What can I or we do to promote this commitment?
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PA (S&EE)

The main issue of discussion here was the PRAS process. There was considerable concern that the basis for PRAS ratings is not clear - are these based on objective standards of performance, a "quota" system, or competition with peers? There was also some scepticism about how we recognize and value different contributions to the Centre - particularly less "flashy" contributions which contribute to the work of the Centre but may not attract immediate attention (e.g., review of proposals vs. resource expansion efforts). There was some discussion of the need to balance a system of (largely) individual evaluation and rewards with our commitment to teamwork.

Possible priorities for action:

- Clarify PRAS ratings, plus guidelines for preparation of PRAS text by employees
- More effective feedback to accompany PRAS ratings

PA (ENRM)

- Measure how we/Centre are living up to EP through annual reports (i.e. Program Area / Branch and corporate)
- Encourage supervisors to provide feedback more often (i.e. PRAS discussion every 6 months)

- ENRM Newsletter - tell Ida about accomplishments, people who desire recognition.
- "Good job" - say it! Positive feedback.

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Organizational Entity	What additional work can be done to promote this commitment ?	What can I or we do to promote this commitment?
PA (ENRM) (cont'd)	<ul style="list-style-type: none"> • Evaluate managers in terms of these values (i.e. 360° feedback). Apply 360° evaluation every few years for all managers. • Ensure managers have the time to provide effective feedback. 	
PA (ICT4D)	<ul style="list-style-type: none"> • Quarterly (or based on some periodic basis), managers could ask who people recommended to add to the Reward and Recognition program. • I don't know what it is about the Reward and Recognition program. Is it because all you get is a T-Shirt? It's too quiet. • People could be recognized at the Christmas party. • We should be encouraging managers to recognize performance. • Send people flowers. • Have the person who wins the employee-recognition award highlighted on the ECHOnet with their picture. • Do it like MacDonalds with a picture. 	

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SID

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| <ul style="list-style-type: none">• Consider going beyond recognition in the Centre Reward and Recognition Program. (ie. more substantial rewards?)• Emphasize value of daily verbal feedback and recognition from managers (positive reinforcement). Need for greater consistency between divisions in quality and quantity of daily feedback- a question of managerial training.• Provide staff with the opportunity to have a third party review for their PRAS, if they so choose. Ensure formal feedback is available from peers, not just managers. | <ul style="list-style-type: none">• Give positive feedback on a casual basis. |
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PBDD

- The Centre needs to ensure the goal posts for the PRAS do not keep changing to the degree that an employee finds it difficult to appreciate their rating in relation to previous years;
- Working in teams is common and there is a need for a system that can evaluate team effort;
- PRAS rating is not only relevant point in process of recognizing achievement;
- Rating is not decided based on individual performance alone; the bell curve methods are used.

Employment Philosophy Roll-Out

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Organizational Entity	What additional work can be done to promote this commitment ?	What can I or we do to promote this commitment?
Office of General Counsel, the Corporate Secretary & P&P and Chief of Staff	It was recognized that while some incentives relating to salary were in place as a result of the 5 level scale, the effect of the incentive was not great as no employee could know what would result in 4 or 5 rating. Managers might be challenged to say specifically what performance would result in a high rating. There was a hearkening back to various programs which permitted staff who do not normally travel to have a trip to a regional office or travel as part of an educational initiative. There is a desire for this to be restored.	No comment.
Evaluation Unit	<ul style="list-style-type: none"> • Support to and training for managers in carrying this out • Maintain existing flexibility and autonomy of staff to carry out their duties • Provide training for the skills people actually need to do their work - i.e. group facilitation and participatory decision making 	<ul style="list-style-type: none"> • Mention excellence to managers and colleagues • Give staff frequent, honest, and balanced feedback on their performance • Celebrate success • Reflect on events and experiences as a group and develop consensus on future actions

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Organizational Entity	What additional work can be done to promote this commitment ?	What can I or we do to promote this commitment?
Evaluation Unit (cont'd)	<ul style="list-style-type: none"> • Make pay increments truly reflect actual performance - not bell-curved performance. 	
Communications Division	<p>The list of staff receiving recognition awards should be made more accessible to employees. Also, the process to nominate a person for a recognition award is too bureaucratic. There was another lively discussion regarding percentage limits in performance appraisals. Performance should not be limited by budget restrictions. If there is an excess of 30% of staff that have attained a level of excellence, then they should be rated according to their performance.</p>	No comment.
Audit Services	<ul style="list-style-type: none"> • IDRC could acknowledge families of employees for their understanding when employees are required to travel. • The PRAS could be done more often - perhaps quarterly. • The PRAS should have peer and staff input. 	<ul style="list-style-type: none"> • Audit Services will give recognition stars to employees who quit smoking. • Audit Services will have post-audit meetings to provide each other with feedback

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Organizational Entity	What additional work can be done to promote this commitment?	What can I or we do to promote this commitment?
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Audit Services (cont'd)

- The PRAS should have peer and staff input

ESARO

No comment.

Reward team-work, not just individual performance
Consider nature of Centre awards to take account of cultural preferences

MERO

- Regional award
- Nominate employee of the year

- Have a financial reward in the Reward and Recognition Program
- Trip to HQ for locally-hired staff
- Staff exchange between RO and HQ
- More verbal recognition

ASRO

Staff like working for an agency with a mission like IDRC and they are appreciative of Centre recognition. Staff would like the non-material rewards programs to continue. Staff also appreciate the organic nature of Centre ways of working. This permits staff the autonomy to develop new ideas within articulated lines of work.

Employment Philosophy Roll-Out

Recap of Reports to the President Centre-Wide

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Organizational Entity	What additional work can be done to promote this commitment ?	What can I or we do to promote this commitment?
ASRO (cont'd)	Staff would like team and individual workplans to (continue to) hold open some space for such initiative.	
WARO	<ul style="list-style-type: none"> • Provide congratulations in writing to employees without having to wait for the PRAS • Introduce a system of incentives- exceptional incentives (Dinners, etc.) - awards • Provide marks of distinction (Plaques, "pins", etc) • Introduce a 'person' or 'team' of the month, year, program • Reward the deserving employee with a visit to the RO of his/her choice 	<ul style="list-style-type: none"> • Introduce an incentives system • Implement a system to recognize exceptional work
SARO	<ul style="list-style-type: none"> • Already celebrate birthdays of staff • Christmas and Diwali is celebrated with all staff • Need to have a reward and recognition system within the regional office • Introduce cash rewards 	No comment.

Employment Philosophy Roll-Out

Recap of Reports to the President Centre-Wide

Commitment # 7: To recognize and reward excellence in the achievement of work objectives, taking initiative, dealing with others, and contributing in a responsive and positive way to the work and environment of the Centre;

Organizational Entity	What additional work can be done to promote this commitment ?	What can I or we do to promote this commitment?
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SARO (cont'd)

- Annual retreat
- There should be half day cultural and off office activities once a month to have a more informal interaction among staff for better productivity

LACRO

No comment.

No comment.

RIMSD

- Improve rewards service program, e.g. offer a trip
- Publicize winners of rewards program
- Adding more categories in rewards program, e.g. professional achievement outside of IDRC work

- Celebrate our accomplishments^{***}

- Continue to provide opportunities to take initiative^{**}

Employment Philosophy Roll-Out Recap of Reports to the President Centre-Wide

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Organizational Entity	What additional work can be done to promote this commitment ?	What can I or we do to promote this commitment?
ITMD	<ul style="list-style-type: none"> • Clarification that people can be rewarded more than once by the reward & recognition committee • Clearly identify behaviour that is being rewarded (be careful about rewarding something that contravenes the balance between work and the personal life philosophy) • Social events are a reward (not on current list, but should be!) • ITMD/Centre could pay for some small things (e.g. bottled water, game room, quiet room, etc.) 	ITMD "Thank you", note box (can be anonymous) - can be posted so that other people are also aware; have a board that is visible to everyone. Also, post messages from users.
HRD	Encourage managers and employees to provide positive feedback to other managers and employees on the good work they do on a daily basis.	Encourage employees to help team members, when they are overloaded with work.
GAD	<ul style="list-style-type: none"> • Make award recipients better known and do this immediately • Publish regular reminders that the program exists 	<ul style="list-style-type: none"> • Announce the awards within the Division • Let's think about nominating colleagues • Encourage each other verbally

Employment Philosophy Roll-Out Recap of Reports to the President Centre-Wide

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Organizational Entity	What additional work can be done to promote this commitment ?	What can I or we do to promote this commitment?
FAD	<ul style="list-style-type: none"> • The Reward and Recognition Program website needs to be kept up to date; • IDRC management should consider the payment of bonuses and/or the offering of additional time off for employees who perform at an outstanding level; and • The accomplishments of RB should be communicated throughout the Centre (maybe via ECHOnet). 	<ul style="list-style-type: none"> • In addition to the Reward and Recognition Program, IDRC management should express their appreciation for outstanding performance by other, more personalized, means such as by sending an e-mail or a card to the employee.
Bellanet	Knowledge sharing is a key element in the success of IDRC activities, and it should be explicitly included as an element to be recognized and rewarded (PRAS, hiring, etc)	Encourage employees to help team members, when they are overloaded with work.
IMFNS	<ul style="list-style-type: none"> • The Centre was seen as having high marks for its consistent efforts to acknowledge the work of its employees (through ECHOnet, publications, annual staff events, etc). 	

Employment Philosophy Roll-Out

Recap of Reports to the President Centre-Wide

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Organizational Entity	What additional work can be done to promote this commitment ?	What can I or we do to promote this commitment?
IMFNS (cont'd)	<ul style="list-style-type: none">• It was noted that the Secretariat itself has a high level of responsibility for recognizing and encouraging staff through a variety of ways: i.e. common courtesies and warranted praise for work of high quality, staff retreats, new opportunities for leadership, and encouraging and ensuring adequate time for professional development training that the Center makes available.	
RITC	<p>Similarly, it is harder to "recognize and reward excellence" amongst administrative staff as their role leaves less scope for innovation and initiative. Staff need to feel that they are part of a team with each individual making a valuable contribution in their own way. There are not enough opportunities to make people feel as though they are a team across the Centre. It is difficult to "reward excellence" within IDRC. Once PRAS were completed this year we were informed that only a very limited</p>	No comment.

Employment Philosophy Roll-Out Recap of Reports to the President Centre-Wide

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RTTC (cont'd)

number of 4 or 5 ratings would be allowed. This should have been stated at the outset of the process. Rewarding excellence can be a challenging task. Determining "excellence" can be difficult to do well and sometimes results in recognizing initiatives that are "flashy" rather than low profile - which may, in fact, be of better quality in the long run. Is there a mechanism across the Centre to check whether "excellence" is sustained?

Employment Philosophy Roll-Out Recap of Reports to the President Centre-Wide

Commitment # 8: To promote and support working relationships and teamwork between and among employees based on mutual trust, respect and goodwill;

Organizational Entity	What additional work can be done to promote this commitment ?	What can I or we do to promote this commitment?
PPB (V-P Direct Reports Group)	<p>For reporting purposes, we report on these two commitments jointly (i.e. Commitments 7 & 8).</p> <p>The group noted that the non-formal processes to achieve this commitment - regular conversations, a polite message or word - were at least as important as the formal mechanisms that the Centre has in this respect. Also, that initiatives - such as the organization of the international conference on Eco-health issues in Montreal in May 2003, participation in the WSSD last September, and the OPM last year - that require collaboration across many parts of the Centre are going well, an indication that team work is happening and being allowed to happen at the Centre.</p>	<p>Possible Action for PPB: PPB will continue to promote the recognition and rewarding of excellence, and to work with other parts of the Centre on events of corporate importance.</p>
PA (S&EE)	<p>This was not seen as a major problem area. However, there was limited knowledge and understanding of the role and activities of the Staff Association, at least on the part of several participants.</p>	<p>Possible priorities for action: none identified.</p>

Employment Philosophy Roll-Out Recap of Reports to the President Centre-Wide

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Organizational Entity	What additional work can be done to promote this commitment ?	What can I or we do to promote this commitment?
PA (ENRM)	<ul style="list-style-type: none"> • Improve and develop system tools in support of teamwork (i.e. allowing that more than one responsible PO be entered in EPIK) and to allow integration of information from various sources for different purposes (eg. workplans, collaborative work space, calendaring, contacts). • Make space within team workplan for individual as well as collaborative activities. 	<ul style="list-style-type: none"> • Develop team protocols and norms related to decision-making, email, etc. (i.e. operationalize values). • Participate in CCIM activity that aims to develop collaborative work group tools by providing input. • Sharing best practices on team work.
PA (ICT4D)	<ul style="list-style-type: none"> • The PPB coffee needs to continue. • Something needs to be done to involve both Resources Branch and Programs Branch. • What can I/We do? 	<ul style="list-style-type: none"> • We need to remind staff that the coffee is taking place. • We do have to look after ourselves and we do have to look after each other. • People should not schedule meetings at that time.

Employment Philosophy Roll-Out Recap of Reports to the President Centre-Wide

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Organizational Entity	What additional work can be done to promote this commitment ?	What can I or we do to promote this commitment?
SID	<ul style="list-style-type: none"> • Increase communication between division staff on what we have been doing, to promote teamwork and cooperation. • Explore ways of recognizing team achievements. • Emphasize the importance of strong teamwork skills as a criterion in the hiring process, and consider how this factor can be effectively assessed through interviews, reference checks, etc. • All IDRC staff, particularly managers and SMC members, should model effective teamwork- "walk the talk." Address discrepancy between rhetorical promotion of teamwork and the greater value placed on individual work. • SMC should undertake training in participatory decision making methods. Participatory decision making methods should be implemented to improve both internal SMC operations and the relationship between the SMC and Centre staff overall. 	<ul style="list-style-type: none"> • Monthly SID meetings will begin to address some of these points on a division level. • Feed information from the SID meetings into the SID newsletter.

Employment Philosophy Roll-Out Recap of Reports to the President Centre-Wide

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Organizational Entity	What additional work can be done to promote this commitment ?	What can I or we do to promote this commitment?
PBDD	No comment.	<p>These three commitments (i.e. 8, 9 & 10) were considered jointly:</p> <ul style="list-style-type: none">• Useful to maintain monthly PBDD staff meetings;• Good communication within the group needs to continue;• Sometimes the team feels disconnected from their colleagues in the region. An effort to have teleconferences can help this. Also the opportunity for at least a team meeting once a year will be maintained, and more if the opportunity arises;• The process of meetings at PBDD was welcomed, as it was not typical across the center. There was good openness and an opportunity for each team member to express themselves.

Employment Philosophy Roll-Out Recap of Reports to the President Centre-Wide

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Organizational Entity	What additional work can be done to promote this commitment ?	What can I or we do to promote this commitment?
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Offices of General Counsel,
the Corporate Secretary &
P&P and Chief of Staff

It was felt that teamwork was most often applied to the work done by a PI, and that this concept should be better defined in other contexts. Staff believe that teamwork might be enhanced if there were a better understanding of responsibilities within other divisions in the Centre. GAD was mentioned. There was also a need for more formal development of teamwork when new, quasi-independent programs like ICA and CA were being developed. As for training, a program to assist in the development of listening skills would be desirable.

No comment.

Employment Philosophy Roll-Out Recap of Reports to the President Centre-Wide

Commitment # 8: To promote and support working relationships and teamwork between and among employees based on mutual trust, respect and goodwill;

Organizational Entity	What additional work can be done to promote this commitment ?	What can I or we do to promote this commitment?
Evaluation Unit	<ul style="list-style-type: none">• Support to TLs and teams on team function• Reduce the number of teams people are expected to maintain ownership in• Legitimize different roles within teams• HRD and Senior Management "tell it like it really is" - i.e., be honest about how things are going• Centre management needs to model trust and respect in recruitments, firings, departures, systems changes like the job classification exercise.	<ul style="list-style-type: none">• Build/Increase communication of various activities• Treat each other with respect and honesty <u>all</u> the time.• Give and accept critical feedback openly, not defensively.

Employment Philosophy Roll-Out Recap of Reports to the President Centre-Wide

Commitment # 8: To promote and support working relationships and teamwork between and among employees based on mutual trust, respect and goodwill;

Organizational Entity	What additional work can be done to promote this commitment ?	What can I or we do to promote this commitment?
Communications Division	<p>It was said that these last three points (i.e. Commitments 8, 9 & 10) are the real employment philosophy of IDRC; the others are mainly slogans. These commitments exist within the Division but not necessarily within and between the different areas in the Centre. Nevertheless, it was recognized that the Centre has taken initiatives to move towards teamwork, an example is the OPM that allows individuals from different groups to get to know each other. There are also coffee breaks and debriefings where employees are informed of management decisions and where they can express their opinions. Also Centre wide committees are created regularly. Within Communications, it was said that there is mutual respect and openness. But participants asked for more regular meetings of the Division to discuss and learn what others are doing and what are the upcoming activities.</p>	<p>Suggestion: it was decided to resume regular Divisional meetings during which people explain what they are working on -- which have been disrupted in the last few months --, and to use the opportunity of the planned one-week meeting with our colleagues from the regional offices, in the third week of September, to spend more time together and plan.</p> <p>Participants hailed the series of meetings the President had with staff from different units, either over coffee breaks or lunches to discuss different issues, and asked that they continue.</p> <p>Suggestion: participants suggested more all-staff meetings with the President.</p> <p>Overall, the meeting went much smoother than expected in regard of the way the Division was affected by the Reclassification</p>

Employment Philosophy Roll-Out Recap of Reports to the President Centre-Wide

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Organizational Entity	What additional work can be done to promote this commitment ?	What can I or we do to promote this commitment?
Audit Services	<ul style="list-style-type: none"> • IDRC could have a local winter event (like skating on the canal) instead of organizing a trip. • IDRC could have a summer BBQ or picnic. • IDRC could coordinate with the Staff Association to organize staff activities to use the current surplus held by the Staff Association to provide a benefit to current employees. 	<ul style="list-style-type: none"> • Audit Services will celebrate staff birthdays by going for lunch together. • Audit Services will have an annual departmental BBQ.
ESARO	<ul style="list-style-type: none"> • Establish a monitoring mechanism to ensure adherence to EP principles and implementation of plans. • Improve ESARO ACRO representation and information flows. • Reward team-work, not just individual performance. • Improve our inclusion of the South Africa team members. 	<ul style="list-style-type: none"> • Familiarisation with the philosophy and its implications, and develop a positive attitude towards it. • Support team members who have been assigned tasks on behalf of the team. • Recognise that Connie's and Lee's doors are always open and both welcome suggestions or views on the work environment.

Employment Philosophy Roll-Out

Recap of Reports to the President Centre-Wide

Commitment # 8: To promote and support working relationships and teamwork between and among employees based on mutual trust, respect and goodwill;

Organizational Entity	What additional work can be done to promote this commitment ?	What can I or we do to promote this commitment?
MERO	<ul style="list-style-type: none"> • Reduce workload to allow time for teamwork. • Promote local staff associations and encourage them to be active. • Face to face meetings, i.e.: MIS meetings, RC meetings. • Improve matrix management, reconcile roles and responsibility of RD and TL. • Gender training. 	<ul style="list-style-type: none"> • More social gatherings. • Encourage more delegation of authority. • Informal meetings of all sorts (brain storming and otherwise).
ASRO	<p>Staff are supportive of Centre matrix management as well as the 180° reviews, staff participation in prospectus and workplan development, local staff engagement in the planning and organization of recipient meetings and that management solicit and reflect staff views on policies and practices for corporate agendas. However staff would like some aspects of matrix management to become more engaged and transparent with regional offices. Staff asked ASRO management to follow up with relevant matrix managers.</p>	No comment.

Employment Philosophy Roll-Out Recap of Reports to the President Centre-Wide

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Organizational Entity	What additional work can be done to promote this commitment ?	What can I or we do to promote this commitment?
WARO	<ul style="list-style-type: none"> • Open opportunities for the assistants to travel - i.e.: project visits • Encourage listening- know how to listen - be more attentive or rather considerate • Know how to speak to one's employee • Organize social events such as monthly coffee breaks (30 minutes maximum) - a Friday potluck once a month • Organize leisure events • Get to know each other better at friendly gatherings (evening parties, outings) • Systematize program meetings (participation of the Program Assistants) • Create a team spirit • Give more responsibility to junior officers • Create advisory committees: - permanent and ad-hoc • Take into account the opinion of employees on certain issues 	<ul style="list-style-type: none"> • Organize monthly coffee breaks • Organize a social activities committee modelled on the Xmas holidays committee.

Employment Philosophy Roll-Out Recap of Reports to the President Centre-Wide

Commitment # 8: To promote and support working relationships and teamwork between and among employees based on mutual trust, respect and goodwill;

Organizational Entity	What additional work can be done to promote this commitment ?	What can I or we do to promote this commitment?
SARO	<ul style="list-style-type: none"> • Need more clear job descriptions • Staff should be aware of job descriptions of other staff for better parity which will help in building team work • There should be uniformity in job description of similar position across the other regional offices • Job descriptions of support staff including PAs should be reviewed once in every two years • There is a need to review and analyze job description of local staff similar to Ottawa hired staff 	No comment.
LACRO	No comment.	No comment.
RIMSD	<ul style="list-style-type: none"> • More communication / sharing • More inter-division sharing of expertise at the working level 	<ul style="list-style-type: none"> • Coffee, tea & ICT (RIMSD host a team-building exercise) • Reach out to partners within the Centre • Coffee parties with Resources Branch and others • Continue to support each other for the greater good of RIMSD and the Centre

Employment Philosophy Roll-Out Recap of Reports to the President Centre-Wide

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Organizational Entity	What additional work can be done to promote this commitment ?	What can I or we do to promote this commitment?
ITMD	<p>Include in PRAS - positive & negative – how people perform as part of the team – how you play the part, not what part you play</p> <p>Put all people’s names on their doors – would be helpful for new employees</p> <ul style="list-style-type: none"> • Include new people/ staff in meetings and discussions • Orientation: make them feel like part of the team, make them feel welcome and ensure that they are comfortable in the office environment • Assign a “buddy” to mentor new employees. Continue “open door” policy 	
HRD	<ul style="list-style-type: none"> • Establish working committees of employees in the development of policies and program proposals; • Continue to include the Staff Association in all aspects of human resources; • Consult with other Divisions in the development and application of policy; and • Treat others with respect. 	<ul style="list-style-type: none"> • Be good role models; and • Discourage gossiping.
GAD	<ul style="list-style-type: none"> • Provide more opportunities for GAD staff. 	<ul style="list-style-type: none"> • Participate • Encourage and help • Act and involve all the parties in solving problems; visit the field..

Employment Philosophy Roll-Out Recap of Reports to the President Centre-Wide

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Organizational Entity	What additional work can be done to promote this commitment ?	What can I or we do to promote this commitment?
FAD	<ul style="list-style-type: none"> As mentioned earlier in this report, additional efforts could be put in place to bridge the perceived gap between Resources Branch and Program and Partnerships Branch. It was suggested by some of the participants that there still exists a perception of "us vs. them", and "us better than them" (meaning PPB vs. RB and PPB better than RB), and that this perception has a negative impact on teamwork and mutual trust; and It was suggested that employees of PPB would benefit from a better awareness of what it takes to get the job done within RB so as not to create unreasonable expectations, given the resources available. 	<ul style="list-style-type: none"> A postmortem exercise of certain initiatives should be carried out to evaluate adequacy of resources; and The results of the said postmortem should be shared with PPB so as to clearly identify "snag points", and to ensure proper expectations are placed in similar initiatives in the future.
Bellanet	Some divisions within IDRC do not encourage teamwork: sufficiently fuzzy job descriptions or too narrow ones prevent good sharing and teamwork.	Teamwork will continue to be promoted and encouraged in Bellanet through systematic processes for RTP (request to proceed), Peer Assists and After Action Reviews.

Employment Philosophy Roll-Out Recap of Reports to the President Centre-Wide

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Organizational Entity	What additional work can be done to promote this commitment ?	What can I or we do to promote this commitment?
IMFNS	<ul style="list-style-type: none"> It was observed that the President's Office debriefs, which are provided regularly, are an important way of keeping Secretariats "in the loop". Overall it was seen that information sharing within the Centre often does not extend fully to Secretariats. 	No comment.
RITC	<p>"Creativity and innovation" are principles that are valued by our team as are "teamwork, mutual trust and respect and goodwill".</p> <p>RITC staff noted a sense of being isolated from IDRC as a whole. Possible causes include our status as a Secretariat; our location on the 13th floor, somewhat removed from other program staff; and the lack of time to connect with Centre colleagues. Many people have been at the Centre for a long time and this is perceived as both remarkable and positive. However, long-term staff don't necessarily reach out to newer staff members.</p>	No comment.

Employment Philosophy Roll-Out Recap of Reports to the President Centre-Wide

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Organizational Entity	What additional work can be done to promote this commitment ?	What can I or we do to promote this commitment?
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RITC (cont'd)

This is not seen as intentional, but a reflection of limited time and opportunities. Also, there is a perception that Secretariats are often overlooked in overall Centre activities. While the orientation program for new staff includes a comprehensive orientation to the PI structure, it would be helpful to have regular opportunities for updating/overview of program areas for both new and existing staff.

Employment Philosophy Roll-Out Recap of Reports to the President Centre-Wide

Commitment # 9: To promote and maintain open and honest communication;

Organizational Entity	What additional work can be done to promote this commitment ?	What can I or we do to promote this commitment?
PPB (V-P Direct Reports Group)	<p>The intranet and corporate website were singled out as examples of systems that help this goal to be achieved within the Centre. Program Area-wide or Division-wide newsletters were also mentioned as vehicles where the benefits to all might exceed the costs to the few who produce them. Finally, workplans (individual and PI-based) were also seen as a way to move this item further.</p>	<p>Possible Action for PPB: PPB will continue to encourage open and honest communication in all that it does.</p>
PA (S&EE)	<p>Two issues were raised under this point. On the one hand, there was some discussion of advocacy, and the boundaries for discussion of controversial issues – how free should staff feel to express opinions in these areas. On the other hand, there was a discussion of communication within teams. Again, there was interest in learning from the experiences of other teams within and outside the Centre. There was recognition of the various vehicles for communication which do exist (Intranet, newsletters, etc), and a sense that in general we are performing well on this count (e.g., a general “open door” policy).</p>	<p>Possible priorities for action:</p> <ul style="list-style-type: none"> • more detailed, constructive feedback on PRAS • make effective communication a condition for appointment to management positions, including TIs

Employment Philosophy Roll-Out Recap of Reports to the President Centre-Wide

Commitment # 9: To promote and maintain open and honest communication;

Organizational Entity	What additional work can be done to promote this commitment ?	What can I or we do to promote this commitment?
PA (S&EE) (cont'd)	Much of the discussion centred on the need for informal channels of communication - more casual conversation among staff, using the telephone instead of email, etc.	
PA (ENRM)	The group felt that many suggestions for additional work by the Centre made under previous commitments also apply here.	<ul style="list-style-type: none"> • Share ideas at PIM stage at Program Area / Branch level to give better understanding of what is going on. • Share workplans with all PIs - Note: already they eventually are posted on PPB intranet site. • Have information gatherings / updates to reflect at ENRM level / perspective, to discuss workplans too. • Encourage face to face meetings. • Use the telephone (to contact Regional Offices). • Encourage joint travel by POs. • Review EP commitments regularly at PI level(i.e. at team meetings / retreats). • Provide PRAS feedback more than just once a year (i.e. openly and FREQUENTLY → no surprises).
PA (ICT4D)	<ul style="list-style-type: none"> • More interaction from the President's office with the staff in general. More management-by-walking around. • Maybe we could have a suggestion box. • More cross program area communications. 	No comment.

Employment Philosophy Roll-Out Recap of Reports to the President Centre-Wide

Commitment # 9: To promote and maintain open and honest communication;

Organizational Entity	What additional work can be done to promote this commitment ?	What can I or we do to promote this commitment?
SID	<ul style="list-style-type: none">• Increase access to members of the Board of Governors, both in terms of observing Board Meetings and meeting board members on a more informal basis.• Consider holding a social event for Centre staff and members of the Board.• Reorganize information on ECHOnet to promote more efficient communication. Eg. Group postings in categories, such as Corporate News (must-read), Social Events, Job Postings, Travel Alerts, Talks and Conferences, General Staff News, etc. Important corporate news postings could be summarized into a digest available every month.	No comment.

Employment Philosophy Roll-Out Recap of Reports to the President Centre-Wide

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Organizational Entity	What additional work can be done to promote this commitment ?	What can I or we do to promote this commitment?
PBDD	No comment.	<p>These three commitments (i.e. 8, 9 & 10) were considered jointly:</p> <ul style="list-style-type: none">• Useful to maintain monthly PBDD staff meetings;• Good communication within the group needs to continue;• Sometimes the team feels disconnected from their colleagues in the region. An effort to have teleconferences can help this. Also the opportunity for at least a team meeting once a year will be maintained, and more if the opportunity arises;• The process of meetings at PBDD was welcomed, as it was not typical across the center. There was good openness and an opportunity for each team member to express themselves.

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Commitment # 9: To promote and maintain open and honest communication;

Organizational Entity	What additional work can be done to promote this commitment ?	What can I or we do to promote this commitment?
Offices of General Counsel, the Corporate Secretary & P&P and Chief of Staff	<p>Staff asked for President's Offices briefings to be held on a day other than Friday, when numbers of them are away. There is also a desire for more news items to be covered in the briefings, perhaps including planned discussion of issues.</p> <p>There is also a desire for more program information. Some of the newsletters now being produced are a good start, but the program work remains in large part obscure to other staff.</p>	No comment.
Evaluation Unit	<ul style="list-style-type: none"> • Increase clarity on roles in decision-making (i.e., what is consultation and where are the points for input.) • Increase evidence-based decision making 	<ul style="list-style-type: none"> • Be clear in our own meetings on decision process and rationale • Seek evidence behind the decisions • Schedule frequent, regular exchanges

Employment Philosophy Roll-Out Recap of Reports to the President Centre-Wide

Commitment # 9: To promote and maintain open and honest communication;

Organizational Entity	What additional work can be done to promote this commitment?	What can I or we do to promote this commitment?
Communications Division	<p>It was said that these last three points (i.e. commitments 8, 9 & 10) are the real employment philosophy of IDRC; the others are mainly slogans. These commitments exist within the Division but not necessarily within and between the different areas in the Centre. Nevertheless, it was recognized that the Centre has taken initiatives to move towards teamwork, an example is the OPM that allows individuals from different groups to get to know each other. There are also coffee breaks and debriefings where employees are informed of management decisions and where they can express their opinions. Also Centre wide committees are created regularly.</p> <p>Within Communications, it was said that there is mutual respect and openness. But participants asked for more regular meetings of the Division to discuss and learn what others are doing and what are the upcoming activities.</p>	<p>Suggestion: it was decided to resume regular Divisional meetings during which people explain what they are working on -- which have been disrupted in the last few months --, and to use the opportunity of the planned one-week meeting with our colleagues from the regional offices, in the third week of September, to spend more time together and plan.</p> <p>Participants hailed the series of meetings the President had with staff from different units, either over coffee breaks or lunches to discuss different issues, and asked that they continue.</p> <p>Suggestion: participants suggested more all-staff meetings with the President.</p> <p>Overall, the meeting went much smoother than expected in regard of the way the Division was affected by the Reclassification.</p>

Employment Philosophy Roll-Out

Recap of Reports to the President Centre-Wide

Commitment # 9: To promote and maintain open and honest communication;

Organizational Entity	What additional work can be done to promote this commitment ?	What can I or we do to promote this commitment?
Audit Services	<ul style="list-style-type: none"> • Sometimes it seems staff suffer from information overload - IDRC could try to streamline available information • IDRC should re-vamp the structure of the Intranet, including the front page, and the Resources branch pages to better help staff administer their job duties - perhaps we need a webmaster? 	<ul style="list-style-type: none"> • Audit Services will ask for a WebPage to let staff know what we are all about • Audit Services will have weekly meetings to facilitate the sharing of information • Audit Services staff will maintain an open door policy
ESARO	<ul style="list-style-type: none"> • Share and implement the results of various HR surveys - eg climate, workload • Open up programme meetings to other interested parties • Explore out-of-work social opportunities to improve bonding 	<ul style="list-style-type: none"> • Familiarisation with the philosophy and its implications, and develop a positive attitude towards it • Recognise that Connie's and Lee's doors are always open and both welcome suggestions or views on the work environment

Employment Philosophy Roll-Out

Recap of Reports to the President Centre-Wide

Commitment # 9: To promote and maintain open and honest communication;

Organizational Entity	What additional work can be done to promote this commitment ?	What can I or we do to promote this commitment?
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MERO

- | | |
|---|---|
| <ul style="list-style-type: none"> • Be more open and honest with supervisors (no retribution), make staff more confident, supervisor and staff responsibility • Strengthening staff associations • Review mechanisms from other organisations to bring complaints to light • Provide counseling to staff | <ul style="list-style-type: none"> • Apply 360 degree evaluation, staff to comment on performance of supervisors • Invite facilitators to meetings to help team building and help in communication • Provide training on team building |
|---|---|

ASRO

Staff are supportive of Centre matrix management as well as the 180° reviews, staff participation in prospectus and workplan development, local staff engagement in the planning and organization of recipient meetings and that management solicit and reflect staff views on policies and practices for corporate agendas. However staff would like some aspects of matrix management to become more engaged and transparent with regional offices. Staff asked ASRO management to follow up with relevant matrix managers.

No comment.

Employment Philosophy Roll-Out Recap of Reports to the President Centre-Wide

Commitment # 9: To promote and maintain open and honest communication;

Organizational Entity	What additional work can be done to promote this commitment ?	What can I or we do to promote this commitment?
WARO	<ul style="list-style-type: none"> • Strengthen communications on policies, programs and strategic directions • Publicly announce events and visits • Foster the flow of information within the team 	Systematically announce events and visits on the WARO Intranet
SARO	<ul style="list-style-type: none"> • Required suggestion box for management • IDRC is known for the fact that communication is always honest and open and everybody is approachable. 	No comment.
LACRO	<ul style="list-style-type: none"> • Maximize team building within working units in the office; • Identify and implement incentives for continuous improvement. 	<ul style="list-style-type: none"> • Identify skills of LACRO staff members implementing team building and share lessons learnt, • RD, RC, POs, PAs: Participate in join training programs on administrative processes.

Employment Philosophy Roll-Out Recap of Reports to the President Centre-Wide

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Organizational Entity	What additional work can be done to promote this commitment ?	What can I or we do to promote this commitment?
RIMSD	<ul style="list-style-type: none"> • More Senior Management support for e-filing • Encouragement of more divisional meetings • Build in rewards for knowledge sharing 	<ul style="list-style-type: none"> • Improve communications within the Division - Brown Bags • Personal responsibility to keep informed**
ITMD	<ul style="list-style-type: none"> • Inter-departmental and regional sessions to exchange information about what's going on (formal and informal discussions) • OPM, open houses • Be accountable for what you say: "Say what you mean, and mean what you say" and adopt this policy for documentation as well • Information should be timely - ie. Posted minutes of SMC meetings 	<ul style="list-style-type: none"> • Follow-up on results of ITMD and work unit retreats

Employment Philosophy Roll-Out Recap of Reports to the President Centre-Wide

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Organizational Entity	What additional work can be done to promote this commitment ?	What can I or we do to promote this commitment?
HRD	Encourage managers and employees to seek an early resolution of disputes, before involving others.	Be leaders and role models in promoting and maintaining open and honest communication.
GAD	Improve the deadlines for producing minutes of meetings	<ul style="list-style-type: none"> • Do not pass on rumours • Provide feedback when asked, no matter how minor • Create more opportunities to discuss performance with the supervisors
FAD	No comment.	No comment.
Bellaret	Recent HR job evaluation process was a good example of how NOT to do things, no communication, no involvement, and poor results after all the secrecy caused much anxiety and friction.	No comment.
IMFNS	While the PRAS form does "encourage managers and employees to communicate openly and honestly" it was noted that this would more effectively be the case to the extent that the PRAS is seen as an active part of an ongoing year, rather than a summary document that is drawn out once a year to grade staff performance, as can happen.	

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IMFNS (cont'd)

It was suggested that, in order to ensure that the PRAS is fully taken advantage of, HR should put out an advisory at the half-year mark (end of September) recommending that managers undertake a brief/constructive/informal review of performance with each of their staff member in order to revisit objectives, check against current status, and focus on the remaining half of the year. This would not only allow staff to get a clear reading on their performance at the half-way point from their supervisors, but would also allow for any adjustments in the objectives that may have become necessary since they were first drafted.

RITC

No comment.

No comment.

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Employment Philosophy Roll-Out Recap of Reports to the President Centre-Wide

Commitment # 10: To make IDRC a place where the views of employees are encouraged, welcomed and respected.

Organizational Entity	What additional work can be done to promote this commitment ?	What can I or we do to promote this commitment?
PPB (V-P Direct Reports Group)	<p>The group suggested that despite the perception that IDRC is a very consultative place, the organization might be more vertical than many might think. Upon further discussion, this notion was refined to mean that the consultation process should be linked to decision-making in a more transparent manner.</p>	<p>Possible Action for PPB: Since it may not be apparent to all employees that consultation is considered in the decision-making process, efforts will be taken to communicate more effectively at all levels of PPB.</p>
PA (S&EE)	<p>While the Centre has a very consultative culture, it is still at times not clear what decisions will be made, when, and by whom - nor is it always clear how inputs received via consultation with staff will be used in decision-making (the examples of the job classification exercise and the CSPF consultations were raised as examples). Overall, there is a need to tolerate controversy and disagreement, so that the IDRC workplace can be one in which a variety of points of view are encouraged and listened to. Participants wanted to know more about how various teams within the Centre handle decision-making, especially for geographically dispersed teams.</p>	<p>Possible priorities for action:</p> <ul style="list-style-type: none"> • Clarify how results of consultative exercises will be used

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Organizational Entity

What additional work can be done to promote this commitment ?

What can I or we do to promote this commitment?

PA (ENRM)

- Reinstate President's anonymous suggestion box
- Enhance feeling of trust by sharing info, increasing open and transparent decision-making - employees must trust and feel trusted

- Answer surveys.
- Find ways to encourage all staff (program and support) to comment / participate during meetings (i.e. explicit message from chair at beginning of meetings).
- Find ways to focus on essential communication and weed out the rest (master the communication technology).
- Recognize the need to balance between sharing and communicating and adding to people's workload, capacity. Learn to prioritize.
- Establish protocols / guidelines for communication.
- Learn how to reply to the INDIVIDUAL!! when responding to general messages posted on electronic discussion lists in order to help minimize email overload for colleagues.

PA (ICT4D)

- We just covered that.
- I think IDRC is a very consulting kind of organization.
- IDRC is a great place to work. That's why we don't have a union.
- I think there's always room for improvement, but this is the best place I've ever worked. I've worked in the private sector.

No comment.

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PA (ICT4D) (cont'd)	<ul style="list-style-type: none"> • That's a message I want to send personally, it is still much above many other organizations. • I echo that. • I too. 	
PBDD	No comment.	<p>These three commitments (i.e. 8, 9 & 10) were considered jointly:</p> <ul style="list-style-type: none"> • Useful to maintain monthly PBDD staff meetings; • Good communication within the group needs to continue; • Sometimes the team feels disconnected from their colleagues in the region. An effort to have teleconferences can help this. Also the opportunity for at least a team meeting once a year will be maintained, and more if the opportunity arises; • The process of meetings at PBDD was welcomed, as it was not typical across the center. There was good openness and an opportunity for each team member to express themselves.

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SID	<ul style="list-style-type: none"> • Report back to Centre staff on the Employment Philosophy discussion and its outcomes. Gather feedback on the process. 	<ul style="list-style-type: none"> • SID staff will revisit the points made under "What can we/I do?" at a future division meeting, to see how we can follow up.
Offices of General Counsel, the Corporate Secretary & P&P and Chief of Staff	'Respected" should always mean a reasoned response, rather than the communication of a decision without explanation. There might also be a "question box" mechanism established.	No comment.
Evaluation Unit	<ul style="list-style-type: none"> • This is a culmination of the previous and so... engage in improvements around first 9 commitments. • Accept critical feedback without repercussions 	<ul style="list-style-type: none"> • This is a culmination of the previous and so... engage in improvements around first 9 commitments. • Elicit and listen to the views of staff/colleagues

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Communications Division	<p>It was said that these last three points (i.e. commitments 8, 9 & 10) are the real employment philosophy of IDRC; the others are mainly slogans. These commitments exist within the Division but not necessarily within and between the different areas in the Centre. Nevertheless, it was recognized that the Centre has taken initiatives to move towards teamwork, an example is the OPM that allows individuals from different groups to get to know each other. There are also coffee breaks and debriefings where employees are informed of management decisions and where they can express their opinions. Also Centre wide committees are created regularly.</p> <p>Within Communications, it was said that there is mutual respect and openness. But participants asked for more regular meetings of the Division to discuss and learn what others are doing and what are the upcoming activities.</p>	<p>Suggestion: it was decided to resume regular Divisional meetings during which people explain what they are working on -- which have been disrupted in the last few months --, and to use the opportunity of the planned one-week meeting with our colleagues from the regional offices, in the third week of September, to spend more time together and plan.</p> <p>Participants hailed the series of meetings the President had with staff from different units, either over coffee breaks or lunches to discuss different issues, and asked that they continue.</p> <p>Suggestion: participants suggested more all-staff meetings with the President.</p> <p>Overall, the meeting went much smoother than expected in regard of the way the Division was affected by the Reclassification.</p>

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Organizational Entity	What additional work can be done to promote this commitment ?	What can I or we do to promote this commitment?
Audit Services	<ul style="list-style-type: none"> the IDRC could implement a suggestion awards process to encourage everyone to speak up to improve their jobs and the work of the IDRC the IDRC could also consider implementing a mechanism to receive anonymous suggestions 	<ul style="list-style-type: none"> Audit Services staff will take turns chairing the weekly departmental meetings
ESARO	<ul style="list-style-type: none"> Establish a monitoring mechanism to ensure adherence to EP principles and implementation of plans 	<ul style="list-style-type: none"> Recognise that Connie's and Lee's doors are always open and both welcome suggestions or views on the work environment
MERO	<ul style="list-style-type: none"> Training for effective listening methods Reduce workload Creating synergy between different programs in the RO (sharing project information) 	<ul style="list-style-type: none"> Strengthening interaction between staff Make use of lunchtime for social interaction

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Organizational Entity	What additional work can be done to promote this commitment ?	What can I or we do to promote this commitment?
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ASRO

Staff are supportive of Centre matrix

management as well as the 180° reviews, staff participation in prospectus and workplan development, local staff engagement in the planning and organization of recipient meetings and that management solicit and reflect staff views on policies and practices for corporate agendas. However staff would like some aspects of matrix management to become more engaged and transparent with regional offices. Staff asked ASRO management to follow up with relevant matrix managers.

No comment.

WARO

- Involve the locally employed staff in meetings and discussions with partners
- Introduce some "5 to 7" discussions on current issues
- Involve all the employees in preparing the next Five Year Plan
- Launch a debate on certain " political" choices facing IDRC
- Involve everyone in decision-making

No comment.

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Organizational Entity	What additional work can be done to promote this commitment ?	What can I or we do to promote this commitment?
SARO	<ul style="list-style-type: none">• Due to this sometimes there are too many views• Sort out many issues among ourselves• Why not have a staff association in the regional office?• There should be an all staff admin meeting on a monthly basis	No comment.
LACRO	No comment.	No comment.

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Organizational Entity	What additional work can be done to promote this commitment ?	What can I or we do to promote this commitment?
RIMSD	No comment.	<ul style="list-style-type: none"> • Participate in surveys when asked • More divisional open sessions • More one-on-one manager employee session • Be solutions oriented
ITMD	<ul style="list-style-type: none"> • Communicate policies • Exchange ideas, suggestions and publish them on the web, discussion forums, etc. • Apply policies to real world "hands on" - policies can sometimes be too theoretical 	<ul style="list-style-type: none"> • More social activities, opportunity to share • Maintain cross-section project teams
HRD	No comment.	<ul style="list-style-type: none"> • Actively seek the opinions of others through direct contact and the establishment of working groups in dealing with complex human resources issues; • Publically recognize the contributions of others to the work of Human Resources.
GAD	<ul style="list-style-type: none"> • Draw on GAD's experience (our Division) • Incorporate the relationship dimension into group meetings 	<ul style="list-style-type: none"> • Once again, participate • Continue what has been done, contribute and listen

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Organizational Entity	What additional work can be done to promote this commitment?	What can I or we do to promote this commitment?
FAD	<ul style="list-style-type: none"> • certain employees are of the view that more dialogue is needed with front-line staff so as to engage them in the activities and direction of IDRC; • two-way communication should be encouraged and nurtured. Everyone needs to recognize that good communication is everyone's responsibility; and • zero-tolerance for negative attitudes and behaviours. Staff should understand clearly what is expected of them. 	<ul style="list-style-type: none"> • FAD managers need to brief their staff immediately after every Finance and Administration Services Team (FAST) meeting; and • staff should be briefed on high-level strategic objectives (from work plan) for the coming year. Periodic updates should be given to advise of changes to the plan.
Bellanet	No comment.	No comment.
IMFNS	No comment.	No comment.
RITC	There may be times when employees want to be able to comment anonymously when dealing with a sensitive issue. There is no forum to do this Centre-wide in an anonymous way. There is a feeling that this can be achieved in our immediate team but not in the Centre as a whole.	No comment.

